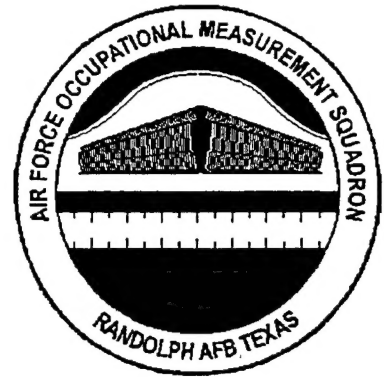


DTIC



UNITED STATES AIR FORCE

# OCCUPATIONAL SURVEY REPORT

19971017 269

COMMUNICATIONS-COMPUTER SYSTEMS  
PLANNING AND IMPLEMENTATION

AFSC 3C3X1

AFPT 90-3C3-092

DTIC QUALITY INSPECTED 2

OCTOBER 1997

OCCUPATIONAL ANALYSIS PROGRAM  
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON  
AIR EDUCATION AND TRAINING COMMAND  
1550 5TH STREET EAST  
RANDOLPH AFB, TEXAS 78150-4449

# DISTRIBUTION FOR AFSC 3C3X1 OSR

	<u>OSR</u>	<u>ANL</u> <u>EXT</u>	<u>TNG</u> <u>EXT</u>	<u>JOB</u> <u>INV</u>
AFOMS/OMDQ	1			
AFOMS/OMYXL	10		5	10
AL/HRMM	2			
AL/HRTE	1		1	
ARMY OCCUPATIONAL SURVEY BRANCH	1			
CCAF/AYX	1			
DEFENSE TECHNICAL INFORMATION CENTER	2			
HQ ACC/DPTTF	3		3	
HQ AETC/DPPEE	3		3	
HQ AFCA/GCFS (203 WEST LOSEY STREET, ROOM 3094, SCOTT AFB IL 62225-5000, ATTENTION: CMSGT SAMIS)	1		1	
HQ AFCIC/XPF	1		1	
HQ AFMC/DPUE	3		3	
HQ AFPC/CCQT	1			
HQ AFPC/DPAAD3	1			
HQ AFPC/DPPAPC	1			
HQ AFSPC/DPAE	3		3	
HQ AIA/DPAT	3		3	
HQ AMC/DPPET	1			
HQ PACAF/DPAET	3		3	
HQ USAFE/DPATTJ	3		3	
HQ USMC/STANDARDS BRANCH	1			
NAVMAC	1			
81 TRG/CCVT (825 HERCULES STREET, STE 101, KEESLER AFB MS 39534-2037)	1		1	
333 TRS/Q FLIGHT	1		1	
333 TRS/TRR (600 1ST STREET, STE 207, KEESLER AFB MS 39534- 2494, ATTENTION: TSGT WILSON)	3	1	3	1

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## PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Communications-Computer Systems Planning and Implementation (AFSC 3C3X1) career ladder. Authority for conducting occupational surveys is contained in AFI 36-2623. Copies of this report and pertinent computer printouts are distributed to the Air Force Functional Manager, the operations training location, all major using commands, and other interested operations and training officials.

The survey instrument was developed by Second Lieutenant Nicole H. Raney, Inventory Development Specialist, with computer programming support furnished by Mrs. Jeanie C. Guesman. Staff Sergeant Sharon L. Stephens provided administrative support. First Lieutenant Joseph D. Dyer, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Roger W. Barnes, Chief, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies of this report can be obtained by writing to AFOMS/OMYXI, 1550 5th Street East, Randolph AFB Texas 78150-4449, or by calling DSN 487-5543. For information on the Air Force occupational survey process or other on-going projects, visit our web site at <http://www.omsq.af.mil>.

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Chief, Occupational Analysis Flight  
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## SUMMARY OF RESULTS

1. **Survey Coverage:** Survey results are based on responses from 708 active duty and Air National Guard (ANG) Communications-Computer Systems Planning and Implementation personnel. This represents 57 percent of the total assigned AFSC 3C3X1 population. Incumbents were surveyed across all major commands and skill levels.
2. **Career Ladder Structure:** Nine independent jobs (IJ) and three job clusters were identified in the career ladder structure analysis. The IJs were CSIR Manager, Financial and Contracted Services, Plans and Implementation, Engineering and Installation Manager, Manpower Manager, System Requirements Processing Manager, Resource Advisor, Mobility Manager, and LAN Manager. The three job clusters were Project Manager, Supervisor, and ADPE Manager. This structure is somewhat similar to the career ladder structure described in the 1990 survey.
3. **Career Ladder Progression:** The jobs performed by active duty 3- and 5-skill level members are primarily technical, although a handful of members are first-line supervisors. The 7-skill level members also perform technical jobs, but their supervisory roles are increased as they advance from the lower skill levels. The 9-skill level personnel are involved primarily in supervision or training activities. As for ANG personnel, 5- and 7-skill level members are primarily performing the same duties. As would be expected, there is increased emphasis on training and supervisory tasks performed by the 7-skill level ANG personnel, with a decrease in time spent on general administrative and mobility tasks.
4. **Training Analysis:** A match of survey data to the AFSC 3C3X1 Specialty Training Standard (STS) provided support for matched STS items. The STS for AFSC 3C3X1 appears to be very well written and well supported. There were, however, tasks with high percent members performing but not matched to the STS. These tasks are recommended for possible inclusion into the STS.
5. **Job Satisfaction Analysis:** Overall, AFSC 3C3X1 respondents expressed low job satisfaction. First enlistment personnel indicated low percentages across most indicators, with only moderate increases seen for the second-enlistment and career group members. When compared to job satisfaction data from the last OSR in 1990, noticeable decreases were seen across most groups.
6. **Implications:** Overall, no major changes have occurred in the AFSC 3C3X1 career ladder structure since the last survey in 1990. The largest percentage of personnel (38 percent) work in the core job of Project Manager. Career ladder progression follows a normal pattern. Training documents were supported by the survey data. A major area of concern noted among career ladder personnel was low job satisfaction across all enlistment groups.

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**OCCUPATIONAL SURVEY REPORT (OSR)  
COMMUNICATIONS-COMPUTER SYSTEMS PLANNING AND IMPLEMENTATION  
CAREER LADDER  
(AFSC 3C3X1)**

**INTRODUCTION**

This report presents the results of an occupational survey of the Communications-Computer Systems Planning and Implementation specialty completed by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron. The previous survey was published in December 1990.

Background

The AFSC 3C3X1 OSR can assist technical training personnel in updating the training programs and evaluating the current classification structure for AFSC 3C3X1. The need for specialized training for certain major command (MAJCOM) or skill-level groups can also be determined through review of the survey data.

According to the AFMAN 36-2108 *Specialty Description* for AFSC 3C3X1, dated 31 October 1993, personnel manage and perform communications-computer systems (C-CS) planning and implementation activities and are the focal point for base C-CS planning. They manage implementation of C-CS projects and ensure C-CS architecture, configuration, and integration conformity. They also manage C-CS and services contracts. For members entering the AFSC 3C3X1 career ladder, a minimum score in the General category of 58 is required on the Armed Services Vocational Aptitude Battery test.

The current AFSC 3C3X1 training program consists of an entry level course (E3ABR3C331-004) conducted at Keesler AFB MS and a 7-skill level course. Course E3ABR3C331 is 26 days long and includes instruction in project management, plans and implementation, requirements processing, and C-CS Installation Records (CSIR) management.

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## SURVEY METHODOLOGY

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) Air Force Personnel Test 90-3C3-092, dated May 1996. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, pertinent tasks from the previous survey instrument, and data from the last OSR. The preliminary task list was refined and validated through personal interviews with 51 subject-matter experts at the operational training location and the following installations:

<u>BASE</u>	<u>UNIT VISITED</u>
Keesler AFB MS	333 TRS
Nellis AFB NV	554 CS
Peterson AFB CO	HQ SPC
AF Academy CO	10 CS
Cheyenne Mtn CO	721 CS
Falcon AFB CO	50 MXS
Scott AFB IL	HQ AFC4A
Hurlburt Field FL	16 CS
Eglin AFB FL	98 CG
Tinker AFB OK	38 EIW
Kelly AFB TX	76 CS

The resulting JI contains a comprehensive listing of 386 tasks grouped under 11 duty headings, and a background section requesting such information as grade, duty title, organizational level, time in present job, total active military service (TAFMS), work area assigned, software used, time spent using computers, and job satisfaction information.

### Survey Administration

From May to November 1996, JI booklets were administered to active duty and Air National Guard (ANG) personnel eligible for the survey. Base Training Offices located across various Air Force MAJCOMs gave the inventory booklets to AFSC 3C3X1 personnel with DAFSCs of 3C331, 3C351, 3C371, and 3C391. The respondents were picked from a computer generated mailing list from the Air Force Personnel Center. Personnel not considered eligible to take part in the survey were those who were in transition to a permanent change of station, those retiring at the time of the survey, those hospitalized, and those who had not been in their present job for a period of 6 weeks.

All eligible members who completed an inventory booklet first completed an identification and background information section. In the second step, the personnel went through the booklet and checked all tasks performed on their present job. After checking the performed tasks, they then rated the tasks on a scale from 1 to 9 based on the relative amount of time they spent on that task compared to all others. A rating of 1 indicated a very small amount of time was spent and a rating of 9 indicated a large amount of time was spent on the task. To determine relative time spent on each task checked by a respondent, the sum of the ratings were assumed to account for 100 percent of his time on the job. All respondents' were added, then each rating was divided by the sum of all responses. Then, this quotient was multiplied by 100 to get the relative percent time spent for each task. This procedure allowed a comparison of percent members performing and relative percent time spent on tasks and groups of tasks.

### Survey Sample

The JI booklets administered to the participants in the survey were monitored to ensure the final survey sample would be representative of the MAJCOM and paygrade groups. Table 1 lists the percentage distribution by MAJCOM of assigned personnel in the career ladder as of May 1996. Also shown in Table 1 is the percentage distribution by MAJCOM of the final survey sample. Table 2 shows the survey sample representation across paygrades. Both tables reflect that representation by MAJCOM and paygrade is good. The 708 respondents included in the survey represent 57 percent of the total 1,233 AFSC 3C3X1 personnel assigned to the career ladder.

TABLE 1

## COMMAND REPRESENTATION OF AFSC 3C3X1 SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
ANG	37	24
AFMC	15	19
ACC	12	15
AMC	6	8
AFSPC	6	8
AETC	6	7
PACAF	5	6
USAFE	6	6
AIA	2	2
AFSOC	1	1
OTHER	4	4

TOTAL ASSIGNED = 1,233

TOTAL NUMBER ELIGIBLE = 1,155

TOTAL IN SAMPLE = 708

PERCENT OF ASSIGNED = 57%

PERCENT OF ELIGIBLE = 61%

\*As of May 1996

NOTE: AFSC 3C3X1 personnel not eligible for survey include those members with discharge, retirement, PCS, or hospital status, and those having less than 6 weeks in their present job

TABLE 2  
PAYGRADE DISTRIBUTION (ACTIVE DUTY)

<u>PAYGRADE</u>	PERCENT OF ACTIVE DUTY <u>ASSIGNED</u>	PERCENT OF ACTIVE DUTY IN <u>SAMPLE</u>
E-1 to E-3	11	10
E-4	22	22
E-5	24	26
E-6	22	21
E-7	18	19
E-8	3	2

PAYGRADE DISTRIBUTION (ANG)

<u>PAYGRADE</u>	PERCENT OF ANG <u>ASSIGNED</u>	PERCENT OF ANG <u>IN SAMPLE</u>
E-1 to E-3	9	5
E-4	17	20
E-5	22	21
E-6	18	20
E-7	23	22
E-8	9	11
E-9	2	1

## Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 3C3X1 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either Training Emphasis (TE) or Task Difficulty (TD). These booklets were processed separately from the JIs. This information is used in a number of different analyses discussed in more detail in the report.

**Training Emphasis (TE)**. TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 76 senior AFSC 3C3X1 NCOs who completed booklets were asked to select tasks they felt should be taught to entry level personnel in some sort of structured training and then indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. The rater agreement among these 76 raters was acceptable. The average TE rating was 2.31, with a standard deviation of .95. Any task with a TE rating of 3.26 is considered to have high TE.

**Task Difficulty (TD)**. TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 69 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 9-point scale (extremely low to extremely high). Interrater reliability was acceptable. Ratings were standardized, so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered difficult to learn.

**Automated Training Indicators (ATI)**. To help training personnel focus on tasks which are most appropriate for entry level training, an additional factor, the Automated Training Indicator (ATI) was assigned to each task in the inventory. A computer program considered percent first enlistment (1-48 months TAFMS) performing, TE and TD ratings, and the Course Training Decision Table found in AETCI 36-2601, to determine the ATI. The ATI value for each task corresponds to one of the 18 training decisions on the table. The decision table and explanation of ATIs precede the listing of tasks in descending order of ATI in the training extract. Training personnel should focus on tasks with an ATI of 18, which suggests these tasks should be in the entry level course.

## **SPECIALTY JOBS** (Career Ladder Structure)

The structure of jobs in the C-CS Planning and Implementation career ladder were based on the similarity of tasks performed and percent time spent. To aid in determining career ladder structure, an automated job clustering program compares job descriptions for individuals in the survey sample. The automated job clustering program then selects the most similar job

descriptions based on tasks performed and the time spent on those tasks. The computer program then finds all other individuals that are similar and adds them to the group. The program continues to group individuals together or separates them into other groups. The program continues this process until all members are grouped.

The basic group used in the hierarchical clustering process is the Job. When two or more jobs have a substantial degree of similarity in tasks performed and time spent performing tasks, they are grouped together and identified as a Cluster. The structure of the career ladder is then defined in terms of jobs and clusters of jobs.

### Structure Overview

In this survey, nine jobs and three clusters were defined. These are listed and the descriptions are provided. The stage number (ST) beside each job title is a computer generated code number and the letter N within parentheses corresponds to the number of personnel in each group.

- I. CSIR MANAGER JOB (ST162, N=6)
- II. PROJECT MANAGER CLUSTER (ST095, N=267)
- III. FINANCIAL AND CONTRACTED SERVICES JOB (ST167, N=13)
- IV. PLANS AND IMPLEMENTATION JOB (ST138 , N=47)
- V. ENGINEERING AND INSTALLATION MANAGER JOB (ST107, N=23)
- VI. SUPERVISOR CLUSTER (ST079, N=49)
- VII. MANPOWER MANAGER JOB (ST100, N=10)
- VIII. SYSTEM REQUIREMENTS PROCESSING MANAGER JOB (ST139, N=38)
- IX. AUTOMATED DATA PROCESSING EQUIPMENT (ADPE) MANAGER CLUSTER (ST039, N=66)
- X. RESOURCE ADVISOR JOB (ST073, N=9)
- XI. MOBILITY MANAGER JOB (ST145, N=22)
- XII. LAN MANAGER JOB (ST092, N=7)

The AFSC 3C3X1 personnel forming these clusters and jobs account for 78 percent of the survey sample. The remaining 22 percent are listed as "not grouped." These 168 personnel, referred to as Isolates, perform sets of tasks that differ from those tasks performed by the identified groups. Because of the differences in tasks performed, these personnel could not be merged with any identifiable job (job title).

Two tables in this section provide background information about the clusters and jobs mentioned. Table 3 displays selected background information, such as DAFSC distributions across each group, average months in service (TAFMS), average number of tasks performed, and percent of group members supervising. The data in Table 4 details the relative amount of time spent across each of the 11 duties for the identified survey groups. Also included in this report is an Appendix A listing tasks performed by members in each of the jobs identified.



# OVERVIEW OF SPECIALTY JOBS (N=708)

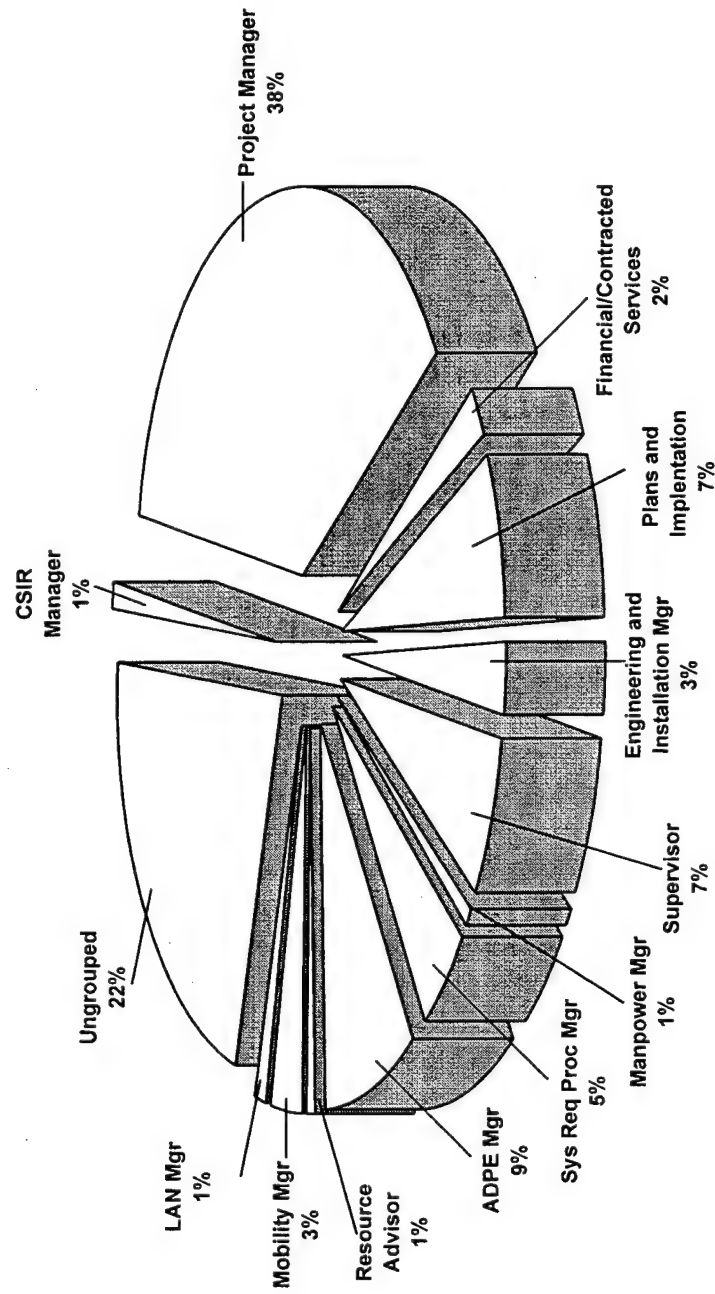


Figure 1

TABLE 3

## SELECTED BACKGROUND DATA FOR AFSC 3C3X1 CAREER LADDER JOBS

	CSIR MGR (ST162)	PROJECT MGR (ST095)	FINANCIAL & CONTRACTED SERVICES (ST167)	PLANS & IMPLEMENTATION (ST138)	ENGINEERING & INSTALLATION MGR (ST107)	SUPERVISOR (ST079)
NUMBER IN GROUP	6	267	13	47	23	49
PERCENT OF TOTAL SAMPLE	1%	38%	2%	7%	3%	7%
PERCENT CONUS	100%	76%	77%	98%	100%	76%
DAFSC DISTRIBUTION						
PERCENT RESPONDING						
3C331	17%	4%	0%	2%	0%	0%
3C351	83%	56%	8%	6%	9%	20%
3C371	0%	37%	84%	37%	87%	63%
3C391	0%	3%	8%	53%	4%	16%
COMPONENT STATUS						
ACTIVE DUTY	66%	99%	92%	11%	100%	76%
GUARD	33%	1%	8%	89%	0%	24%
PREDOMINATE PAYGRADE(S)	E-5	E-4/E-5	E-6/E-7	E-6/E-7/E-8	E-6	E-7
AVERAGE MONTHS IN CAREER LADDER	55	77	73	82	67	86
AVERAGE MONTHS IN SERVICE (ACTIVE DUTY)	63	134	212	159	183	203
PERCENT IN FIRST ENLISTMENT (ACTIVE DUTY)	50%	14%	0%	25%	0%	3%
AVERAGE NUMBER TASKS PERFORMED	15	107	117	152	59	73
PERCENT SUPERVISING	0%	43%	62%	72%	35%	80%

TABLE 3 (CONTINUED)

## SELECTED BACKGROUND DATA FOR AFSC 3C3X1 CAREER LADDER JOBS

	SYSTEM REQS					
	MANPOWER MANAGER (ST100)	PROCESSING MANAGER (ST139)	ADPE MANAGER (ST039)	RESOURCE ADVISOR (ST073)	MOBILITY MANAGER (ST145)	LAN MANAGER (ST092)
NUMBER IN GROUP	10	38	66	9	22	7
PERCENT OF TOTAL SAMPLE	1%	5%	9%	1%	3%	1%
PERCENT CONUS	70%	100%	94%	56%	73%	100%
DAFSC DISTRIBUTION						
(PERCENT RESPONDING)						
3C331	0%	34%	2%	0%	5%	0%
3C351	10%	42%	45%	56%	59%	14%
3C371	70%	21%	53%	44%	36%	86%
3C391	20%	3%	0%	0%	0%	0%
COMPONENT STATUS						
ACTIVE DUTY	100%	97%	32%	100%	95%	86%
GUARD	0%	3%	68%	0%	5%	14%
PREDOMINATE PAYGRADE(S)	E-7	E-3/E-4/E-5	E-4/E-5/E-6	E-4/E-5/E-	E-5	E-6
AVERAGE MONTHS IN CAREER LADDER (ACTIVE DUTY)	99	49	71	94	77	55
AVERAGE MONTHS IN SERVICE (ACTIVE DUTY)	211	80	143	150	129	169
PERCENT IN FIRST ENLISTMENT (ACTIVE DUTY)	10%	58%	10%	0%	15%	17%
AVERAGE NUMBER TASKS PERFORMED	59	21	42	41	59	18
PERCENT SUPERVISING	70%	8%	21%	22%	41%	0%

TABLE 4

## PERCENT TIME SPENT ON DUTY BY JOB

	CSIR MANAGER (ST162)	PROJECT MANAGER (ST095)	FINANCIAL AND CONTRACTED SERVICES (ST167)	PLANS AND IMPLEMENTATION (ST138)	ENGINEERING AND INSTALLATION MGR (ST107)	SUPERVISOR (ST079)
A. Performing Management And Supervisory Activities	10	14	22	22	15	44
B. Performing Training Activities	7	3	2	6	4	18
C. Performing General Administrative And Equipment Activities	13	9	14	11	10	9
D. Performing C4 Systems Architecture, Integration, And Planning	2	11	10	7	7	5
E. Processing C4 Systems Requirements	3	10	12	9	7	10
F. Performing C4 Systems Implementation Activities	4	38	16	11	52	5
G. Performing C4 Systems Ancillary Activities	60	8	0	3	0	2
H. Managing C4 Systems Financial And Contracted Services	0	3	20	8	5	1
I. Performing Manpower Management Activities	0	1	1	1	0	1
J. Managing Automated Data Processing Equipment (ADPE)	1	1	3	12	1	2
K. Performing Mobility, Deployment, And Contingency Activities	0	2	0	10	0	1

TABLE 4 (CONTINUED)

PERCENT TIME SPENT ON DUTY BY JOB

	SYSTEMS					
	MANPOWER MANAGER (ST100)	PROCESSING MGR (ST139)	ADPE MANAGER (ST039)	RESOURCE ADVISOR (ST073)	MOBILITY MANAGER (ST145)	LAN MANAGER (ST092)
A. Performing Management And Supervisory Activities	35	7	16	21	16	42
B. Performing Training Activities	3	1	3	2	4	5
C. Performing General Administrative And Equipment Activities	10	9	25	14	17	29
D. Performing C4 Systems Architecture, Integration, And Planning	5	5	4	2	3	5
E. Processing C4 Systems Requirements	2	66	10	2	4	8
F. Performing C4 Systems Implementation Activities	2	3	5	0	2	7
G. Performing C4 Systems Ancillary Activities	3	3	2	0	1	1
H. Managing C4 Systems Financial And Contracted Services	2	4	4	53	0	1
I. Performing Manpower Management Activities	35	0	0	3	2	0
J. Managing Automated Data Processing Equipment (ADPE)	0	0	29	3	0	2
K. Performing Mobility, Deployment, And Contingency Activities	3	2	2	0	51	0

## Job Descriptions

I. CSIR Manager Job (ST162, N=6). The six members of this specialty job make up only 1 percent of the survey sample. All are stationed within CONUS and are mostly active duty in status. These personnel are responsible for maintaining CSIRs. This responsibility entails ensuring that changes to existing technical data, plans, or drawings are included in the official records. Incumbents spend 60 percent of their time performing C4 ancillary activities (Duty G), more than any other group. Tasks typical of this job include:

- maintain CSIRs files
- maintain CSIRs transmittal suspense logs
- maintain CSIRs drawing indexes
- complete transmittal documents or letters for C4 systems installation records (CSIRs)
- establish CSIRs files
- coordinate review of CSIRs drawing indexes with affected agencies
- participate in general meetings, other than conducting compile data for general records, reports, logs, or trend analyses
- maintain suspense system for annual review of CSIRs
- verify accuracy of quarterly CSIRs drawing indexes

With only an average of 15 tasks performed, these incumbents have the most limited job in the survey sample. The majority of these personnel (83 percent) hold the 5-skill level. This group has the lowest time in service reported by active duty members (5 1/4 years) and are predominantly in paygrade E-5.

II. Project Manager Cluster (ST095, N=267). The 267 members of this cluster make up the core job of the AFSC 3C3X1 career ladder, comprising 38 percent of the survey sample. Stationed largely in CONUS, they are the focal point for base C-CS planning and act primarily in a coordinating capacity. The job is fairly large in scope, with an average of 107 tasks performed. These personnel spend the largest percentage of their time (38 percent) involved in C4 systems implementation activities (see Table 4, Duty F). Typical tasks performed by incumbents of this job include:

- brief commanders, staff, or affected agencies on status of C4 projects
- arrange support requirements for visiting teams, such as transportation, billeting, or administrative support
- coordinate site surveys with affected agencies

- establish or maintain C4 program or project files
- coordinate allied support with affected agencies
- coordinate installation team activities with affected agencies
- coordinate installation team arrivals with affected agencies
- coordinate C4 project support requirements with affected agencies
- participate in site surveys
- coordinate project funding issues with affected agencies

Fifty-seven percent of active duty project managers hold the 5-skill level, with an additional 37 percent the 7-skill level. They average 11 years in the service and are spread out fairly evenly across the MAJCOMs. The predominant paygrades for this group are E-4/E-5. Some of the job titles in this cluster (as reported by respondents) include: Base Level Project Manager, C4 Systems Base Level Planner, and C4 Systems Implementation Planner.

III. Financial And Contracted Services Job (ST167, N=13). This small group of 13 personnel make up 2 percent of the survey sample. They basically perform duties concerned with budgeting and funding C-CS projects. Members of this job split their time between management activities (Duty A) and managing financial and contracted services (Duty H). Averaging 117 tasks performed, these members have the second widest scope of responsibilities in the survey sample. Some typical tasks performed include:

- draft budget requirements
- assist customers in completing requirements documents
- identify unfunded requirements
- brief commanders, staff, or affected agencies on status of C4 requirements
- plan briefings, conferences, or workshops
- evaluate budget requirements
- initiate correspondence
- process funding documents
- participate in general meetings, other than conducting
- coordinate C4 requirements with affected agencies

The personnel of this group have the highest time in service of all jobs identified, averaging nearly 18 years. Nearly all are in active duty status and are predominantly in paygrades E-6/E-7. Eighty-four percent hold the 7-skill level.

IV. Plans And Implementation Job (ST138, N=47). The members of the Plans and Implementation Job comprise 7 percent of the survey sample. Eighty-nine percent of these personnel are in the ANG. They conduct C-CS war planning and architectural planning at the base level. They work with customers to identify requirements and manage base level C-CS infrastructure. These personnel work to ensure timely completion of C-CS projects and find themselves working extensively with base agencies such as base supply and civil engineering. With an average of 152 tasks performed, these personnel have the widest scope of responsibility in the career ladder. Typical tasks performed include:

- advise customers on status of requirements documents
- assist customers in completing requirements documents
- inventory ADPE
- participate in general meetings, other than conducting
- determine or establish work assignments or priorities
- brief commanders, staff, or affected agencies on status
- of C4 requirements
- conduct general meetings
- audit ADPE upon receipt
- assist equipment custodians conducting inventories of ADPE
- process C4 requirements

Incumbents of this job are largely at the 7- or 9-skill level. Paygrades are well dispersed over E-6, E-7, and E-8. Seventy-two percent of these personnel report supervising at least one other person.

V. Engineering And Installation Manager Job (ST107, N=23). The members of this job make up 3 percent of the survey sample. These personnel conduct higher level program management that affect C-CS across the entire Air Force. Nearly all personnel in this job are assigned to the 38th Engineering and Installation Squadron, Tinker AFB OK. The vast majority of these members' time (52 percent) is spent on C4 systems implementation activities (see Table 4, Duty F). Performing only an average of 59 tasks, these personnel have a somewhat narrow job in scope. Typical tasks include:

- establish or track milestone schedules
- establish or maintain C4 program or project files
- review WMS data
- update WMS data
- conduct general meetings
- coordinate project funding issues with affected agencies



- initiate correspondence
- review progress of project installations
- participate in general meetings, other than conducting

All personnel are assigned to CONUS and are active duty in status. Eighty-seven percent are at the 7-skill level and are predominantly in paygrade E-6. Average time in service is a little over 15 years.

VI. Supervisor Cluster (ST079, N=49). This cluster of supervisors make up 7 percent of the survey sample. The greatest percentage of their time is spent on management and supervisory tasks (Duty A), with an additional 18 percent spent on training (Duty B). Typical tasks of this cluster include:

- participate in general meetings, other than conducting
- evaluate personnel for compliance with performance standards
- determine or establish work assignments or priorities
- inspect personnel for compliance with military standards
- counsel subordinates concerning personal matters
- direct training functions
- conduct general meetings
- supervise military personnel
- evaluate personnel for promotion, demotion, reclassification, or special awards
- develop or establish work methods or procedures

The majority of these supervisors are assigned to CONUS and hold the 7-skill level. Predominant paygrade is E-7. Eighty percent report supervising other subordinates.

VII. Manpower Manager Job (ST100, N=10). The personnel performing this job represent only 1 percent of the survey sample. Manpower managers use formulae to determine the needed manpower to perform specific C-CS projects. During the course of maintaining manpower documents, these incumbents equally split their time between management and supervisory activities (Duty A) and manpower management activities (Duty I). Typical tasks performed by these personnel include:

- maintain manpower management documents
- evaluate manpower management documents
- brief commanders or staff on manpower actions, such
  - as changes and adjustments to requirements
- compile data for manpower assessments
- assist customers in drafting manpower Authorization Change Requests (ACRs)
- track status of manpower management documents
- coordinate manpower assessments with affected workcenters
- process manpower management documents
- develop organizational or functional charts
- draft organizational change requests (OCRs)

Seventy percent of these Manpower Managers are assigned to CONUS. All but one hold the 7- or 9-skill level and all are active duty in status. The predominant paygrade is E-7. Average time in service is 17 1/2 years.

VIII. System Requirements Processing Manager Job (ST139, N=38). These personnel make up 5 percent of the survey sample. They work with customers to identify C-CS requirements and assist customers in completing requirements documents. Further, they help customers identify resources (funds, manpower, etc.) to satisfy C-CS requirements. The job is extremely narrow in scope, with an average of only 21 tasks performed. Typical tasks performed include:

- process C4 requirements
- review C4 requirements
- advise customers on status of requirements documents
- assist customers in completing requirements documents
- request technical solutions for C4 requirements
- maintain requirements documents control logs or data bases
- participate in C4 requirements meetings
- process technical solutions for C4 requirements
- coordinate C4 requirements with affected agencies
- compile data for requirements documents

All of these personnel are stationed in CONUS. They are spread out somewhat evenly across the 3-, 5-, and 7-skill level groups. In light of this, it is not surprising that the predominance of paygrade is spread across E-3, E-4, and E-5. All but one incumbent is active duty. Average time in service of these members is almost 7 years.

IX. Automated Data Processing Equipment (ADPE) Manager Cluster (ST039, N=66).

These incumbents form the second largest job group in the survey sample. They act as the equipment control officers for all base APDE assets. These personnel monitor and physically inventory ADPE and notify maintenance personnel of equipment malfunctions. Their time is spent mostly in general administrative and equipment activities (Table 4, Duty C) and managing ADPE. Typical tasks performed include:

- inventory ADPE
- assist equipment custodians conducting inventories of ADPE
- maintain ADPE account files
- inventory equipment, tools, parts, or supplies
- update information processing management system (IPMS)
  - data bases
- initiate documentation to turn in excess or surplus property
- assist customers in completing requirements documents
- issue or log turn-ins of equipment, tools, parts, or supplies
- audit ADPE upon receipt
- compile data for general records, reports, logs, or trend analyses

Most of these members hold either the 5- or 7-skill level. Sixty-eight percent of these personnel are in the ANG. Predominant paygrades are E-4, E-5, and E-6.

X. Resource Advisor Job (ST073, N=9). The Resource Advisor Job represents 1 percent of the survey sample. Slightly more than half of these personnel are assigned to the CONUS. Resource advisors monitor the day-to-day operating budget for the unit, advise commanders on funding issues, and identify funded and unfunded requirements. In addition to these duties, these personnel also prepare financial plans. Typical tasks performed in this job include:

- process funding documents
- identify unfunded requirements
- identify unit funded requirements
- participate in local financial meetings
- manage unit financial program
- track unit fund expenditures
- perform unit end-of-year close-outs
- identify funding categories, such as 3080 (Investment Fund)
  - or 3400 (Operations and Maintenance Funds)
- brief commanders or staff on funds status
- participate in general meetings, other than conducting

All personnel in this job hold the 5- or 7-skill level. All are active duty and are spread evenly across several paygrades. Members average slightly more than 15 years time in service. Twenty-two percent of these personnel report supervising at least one other person.

XI. Mobility Manager Job (ST145, N=22). The 22 members of this job comprise 3 percent of the survey sample, 75 percent of whom are assigned within the CONUS. Mobility Managers keep unit commanders, staffs, and Installation Deployment Officers informed on status of deployment taskings. Further, they identify positions required to support deployment taskings. The job is well described in the tasks typically performed:

- initiate mobility folders
- maintain mobility folders
- identify personnel, equipment, and supply requirements  
for mobility exercises or deployments
- assemble personal mobility bags
- perform actual or exercise deployment activities, such as  
attending concept briefings or inspecting mobility bags
- evaluate personnel, equipment, and supply availability  
and readiness for mobility exercises or deployments
- identify personnel, equipment, and supply shortfalls for  
mobility exercises or deployments
- coordinate personnel, equipment, and supply requirements  
for mobility exercises or deployments with affected agencies
- participate in general meetings, other than conducting  
brief commanders or staff on mobility tasking status

With the exception of one person, all are active duty, and all but one hold either the 5- or 7-skill level. Their average time in service is a little under 11 years. The predominant paygrade is E-5, with 41 percent supervising at least one other person.

XII. LAN Manager Job (ST092, N=7). The personnel in this small job are concerned with network administration. LAN Managers report that the majority of their time is spent in management and supervisory activities (Duty A). An additional 29 percent of their time is spent performing general administrative and equipment activities (Duty C). The job appears to be quite narrow in scope as respondents only perform an average of 18 tasks. Five of the seven personnel are active duty. The predominant paygrade is E-6. All of these personnel indicate assignments within the CONUS and all but one person hold the 7-skill level. Typical tasks of this job include:

- manage computer networks
- research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)
- set up small computers
- determine or establish work assignments or priorities
- determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace
- develop or establish work methods or procedures
- assign personnel to work areas or duty positions
- participate in technical surveys
- develop or establish work schedules
- identify proposed technical solutions for C4 requirements

#### Comparison of Current Survey to Previous Survey

The results of this specialty job analysis were compared to the results from the last OSR published in 1990. In general, most of the major jobs reported in the last OSR were still identified in the current study. However, some differences were noted. The General Work Center Management, Directive Management, and Work Order Management jobs of the 1990 survey were not found in the 1997 survey. The Requirements Manager Cluster of the 1990 study is now referred to as System Requirements Processing Managers. The core job of the AFSC, which is still the same in responsibility, has been changed from Programs Management in 1990 to Project Manager in 1997. In the current survey, the CSIR Manager, Financial and Contracted Services, Plans and Implementation, Mobility Manager, and LAN Manager jobs were identified but were not identified in the last OSR. The Supervisor Cluster, Resource Manager, and ADPE Manager all have their counterparts in the old study, with only slight modification to the job titles. Note that Instructors of the 1990 study are included within the 1997 Supervisor Cluster. However, despite these minor differences, the AFSC 3C3X1 career ladder has remained fairly stable over time.

TABLE 5  
COMPARISON OF CURRENT JOBS TO  
1990 SURVEY JOBS

<u>1997 JOBS</u>	<u>1990 JOBS</u>
Not Identified	General Work Center Management
Not Identified	Work Order Management
System Requirements Processing Manager	Requirements Manager Cluster
Not Identified	Directive Management
Project Manager Cluster	Programs Management Cluster
Supervisor Cluster	Supervisor
Resource Advisor	Supply/Acquisition Management
Engineering and Installation Manager	Engineer Installation Program Management
Manpower Manager	Manpower Management
ADPE Manager	ADPE Resources Management
Not Identified	Instructor
CSIR Manager	Not Identified
Financial and Contracted Services	Not Identified
Plans and Implementation	Not Identified
Mobility Manager	Not Identified
LAN Manager	Not Identified

## CAREER LADDER PROGRESSION

An analysis of DAFSC groups, along with the analysis of the career ladder structure, is an integral part of each occupational survey. DAFSC analysis helps to identify both similarities and differences in task and job performance across the various skill levels. This information may then be used to evaluate how well AFMAN 36-2108 and the STS reflect what is actually being done in the career field.

The distribution of active duty AFSC 3C3X1 skill-level personnel across career ladder jobs is displayed in Table 6. ANG members were not displayed in this manner due to the small numbers of personnel across most of the career ladder jobs. Table 7 displays the relative percent time spent on each duty across active duty skill-level groups. A very typical pattern of career ladder progression is seen. Airmen tend to spend more time performing management and supervisory tasks, as well as training activities, as they acquire higher skill levels.

### Active Duty Skill Level Descriptions

**DAFSC 3C331.** The 43 members who make up the active duty 3-skill level group represent 6 percent of the total survey population. These airmen spend 55 percent of their job time processing C4 systems requirements and performing C4 systems implementation activities (see Table 7). Fifty-eight percent of these members work in 2 jobs: Project Manager Cluster (28 percent) and System Requirements Processing Managers Job (30 percent) (see Table 6). DAFSC 3C331 members perform 37 tasks on average and average 30 months TAFMS. Table 8 shows representative tasks performed by the group. Many involve the processing of C4 systems requirements.

**DAFSC 3C351.** There are 234 active duty members who make up the DAFSC 3C351 group and account for 33 percent of the total survey sample. These members spend their highest percentage of job time performing C4 systems implementation activities (Duty F). While 3-skill level members were somewhat evenly divided among two jobs, 5-skill level airmen are largely found in one main job, the Project Manager Cluster (see Table 6). Fewer 5-skill level members work in the System Requirements Processing Managers Job as compared to 3-skill level members. As a group, DAFSC 3C351 members average 102 months TAFMS, and perform an average of 75 tasks. Table 9 displays tasks performed by these members, while Table 10 displays tasks which best differentiate the 3-skill from the 5-skill level members. As reflected in Table 10, members of both skill level groups perform similar tasks, but 5-skill level members are more involved with performing C4 systems implementation activities.

**DAFSC 3C371.** There are 242 members in this active duty DAFSC group. They constitute the largest DAFSC group, accounting for 34 percent of the survey sample. These personnel perform more supervisory activities than their 3- and 5-skill level counterparts, yet still perform the core

tasks of the career ladder. As shown in Table 6, 40 percent work in the Project Manager Cluster, while only 10 percent work in the Supervisor Cluster. These personnel average 190 months TAFMS and perform an average of 83 tasks. Table 11 lists the mix of both technical and supervisory tasks performed by active duty 7-skill level members. Table 12 shows those tasks best differentiating the 7-skill level group from the 5-skill level members. As expected, 7-skill level members are more involved with supervisory activities.

**DAFSC 3C391.** These 19 personnel primarily work in the Project Manager Cluster (32 percent) or in the Supervisor Cluster (21 percent). Another 11 percent are in the Manpower Manager Cluster (see Table 6). Table 7 shows that these members spend the largest percentage of their time (34 percent) performing managerial and supervisory tasks. These 19 senior NCOs average 247 months TAFMS and perform an average of 69 tasks. Table 13 lists tasks representative of 9-skill level active duty members. Most are management and supervisory tasks, as would be expected. Table 14 reflects those tasks that best differentiate these members from the 7-skill level members. As shown, 7-skill level incumbents still perform some technical tasks, while 9-skill level members are more involved with higher level managerial tasks.

#### National Guard Skill Level Descriptions

**DAFSC 3C351.** These 68 members perform all but one of the duties associated with the career ladder (see Table 15). In general, they perform more administrative and equipment tasks (Duty C) than guardsmen at the 7-skill level. They also spend more time performing mobility, deployment, and contingency activities (Duty K). These 68 members perform an average of 27 tasks. Table 16 shows representative tasks performed.

**DAFSC 3C371.** These 65 members spend much of their duty time performing management and supervisory tasks and managing ADPE (Duties A and J). They perform an average of 67 tasks. Table 17 shows representative tasks performed by the group and Table 18 shows tasks that differentiate between 5- and 7-skill level guard members.

#### Comparison Between Active Duty and ANG Members

The data show that active duty and guard 5-skill level members perform somewhat different tasks and duties. Table 19 presents a comparison between the time spent on duties by active duty and guard members of the 5- and 7-skill levels. As can be seen in the table, 5-skill level guard members spend far less time on C4 systems implementation activities (Duty F) and much more time on ADPE management and mobility tasks (Duties J and K). When comparing the active duty and guard 7-skill level personnel, the same trend is evident. Tables 20 and 21 reflect those tasks which best differentiate between the two groups of personnel. Again, the same trends are noted.



### Summary

The jobs performed by the active duty 3- and 5-skill level members are primarily technical in nature, though a handful of members are first-line supervisors (see Table 7). Seven-skill level members also perform technical jobs, but their supervisory roles increase as they advance from the lower skill levels. At the 9-skill level, personnel are involved mostly in supervision or training activities, though a few of the 19 members perform other tasks.

The 5-skill level ANG members primarily perform the same duties as the ANG 7-skill level members. As expected, there is an emphasis on training and supervisory tasks performed by the 7-skill level personnel, with only about half as much time being spent on general administrative and mobility tasks (Duties C and K).

The data shows that active duty and guard 5-skill level members perform somewhat different tasks and duties. Table 19 lists the time spent on duties by members (both active duty and guard) of the 5-skill level. As can be seen in the table, guard members spend far less time on C4 systems implementation activities and much more time on ADPE management and mobility tasks. When comparing the active duty and guard 7-skill level personnel, the same trend is evident. As can be seen in Table 19, active duty members are performing implementation activities (Duty F) and guard members are performing more ADPE management tasks (Duty J). Aside from these differences, active duty personnel and their guard member counterparts are performing largely in the same capacity.

TABLE 6

DISTRIBUTION OF ACTIVE DUTY SKILL-LEVEL GROUPS ACROSS CAREER LADDER JOB GROUPS  
(PERCENT RESPONDING)

<u>JOB GROUPS</u>	DAFSC 3C331 (N=43)	DAFSC 3C351 (N=234)	DAFSC 3C371 (N=242)	DAFSC 3C391 (N=19)
I. CSIR MANAGER JOB	2	1	0	0
II. PROJECT MANAGER CLUSTER	28	64	40	32
III. FINANCIAL AND CONTRACTED SERVICES JOB	0	*	4	5
IV. PLANS AND IMPLEMENTATION	2	0	1	0
V. ENGINEERING AND INSTALLATION MANAGER JOB	2	6	3	0
VI. SUPERVISOR CLUSTER	0	3	10	21
VII. MANPOWER MANAGER	0	*	3	11
VIII. SYSTEM REQUIREMENTS PROCESSING MANAGERS	30	6	3	5
IX. ADPE MANAGER CLUSTER	2	4	4	0
X. RESOURCE ADVISOR JOB	0	2	2	0
XI. MOBILITY MANAGER	2	6	3	0
XII. LAN MANAGER	0	*	2	0
NOT GROUPED	32	8	25	26

\* Less than 1 Percent

TABLE 7  
AVERAGE TIME SPENT ON DUTIES BY  
ACTIVE DUTY SKILL LEVEL GROUPS

<u>DUTIES</u>	DAFSC 3C331 (N=43)	DAFSC 3C351 (N=234)	DAFSC 3C371 (N=242)	DAFSC 3C391 (N=19)
A. Performing Management and Supervisory Activities	11	12	25	34
B. Performing Training Activities	2	3	6	8
C. Performing General Administrative and Equipment Activities	13	12	13	9
D. Performing C4 Systems Architecture, Integration, and Planning	5	9	9	12
E. Processing C4 Systems Requirements	33	14	10	10
F. Performing C4 Systems Implementation Activities	22	30	23	12
G. Performing C4 Systems Ancillary Activities	6	8	3	6
H. Managing C4 Systems Financial and Contracted Services	2	4	5	6
I. Performing Manpower Management Activities	1	1	2	4
J. Managing Automated Data Processing Equipment (ADPE)	2	2	2	1
K. Performing Mobility, Deployment, and Contingency Activities	3	5	2	2

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C331 ACTIVE DUTY PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING (N=43)
E165 Advise customers on status of requirements documents	84
E166 Assist customers in completing requirements documents	72
E178 Process C4 requirements	60
E181 Review C4 requirements	56
E176 Maintain requirements documents control logs or data bases	53
A52 Participate in general meetings, other than conducting	53
E180 Request technical solutions for C4 requirements	51
E167 Brief commanders, staff, or affected agencies on status of C4 requirements	51
E177 Participate in C4 requirements meetings	49
C97 Compile data for general records, reports, logs, or trend analyses	47
E170 Compile data for requirements documents	44
F186 Brief commanders, staff, or affected agencies on status of C4 projects	44
E179 Process technical solutions for C4 requirements	42
E172 Coordinate C4 requirements with affected agencies	42
F202 Coordinate site surveys with affected agencies	40
E175 Identify proposed technical solutions for C4 requirements	40
C100 Coordinate meetings with affected agencies	40
F229 Participate in site surveys	40
F189 Coordinate allied support with affected agencies	37
C116 Maintain administrative files	35
F212 Establish or maintain C4 program or project files	35
C127 Write minutes of general briefings, conferences, or meetings	30
E174 Draft agendas, minutes, or notifications for C4 requirements meetings	30
C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	26
C125 Set up small computers	19
A6 Conduct self-inspections or self-assessments	16

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C351 ACTIVE DUTY PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING (N=234)
A52 Participate in general meetings, other than conducting	75
E165 Advise customers on status of requirements documents	72
E166 Assist customers in completing requirements documents	70
F212 Establish or maintain C4 program or project files	68
F186 Brief commanders, staff, or affected agencies on status of C4 projects	67
F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	66
F202 Coordinate site surveys with affected agencies	65
A4 Conduct general meetings	65
E181 Review C4 requirements	64
C108 Initiate correspondence	64
F196 Coordinate installation team arrivals with affected agencies	64
F189 Coordinate allied support with affected agencies	63
F193 Coordinate C4 project support requirements with affected agencies	63
E178 Process C4 requirements	62
E180 Request technical solutions for C4 requirements	62
F195 Coordinate installation team activities with affected agencies	62
C100 Coordinate meetings with affected agencies	61
F229 Participate in site surveys	60
F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies	59
F200 Coordinate project funding issues with affected agencies	59
F204 Determine tasked agencies for project support agreements (PSAs)	58
F194 Coordinate digging permits with affected agencies	55
E172 Coordinate C4 requirements with affected agencies	53
F184 Analyze program implementation progress status	52
F213 Establish or track milestone schedules	52
C116 Maintain administrative files	51
E179 Process technical solutions for C4 requirements	50
E177 Participate in C4 requirements meetings	50
E176 Maintain requirements documents control logs or data bases	46
C97 Compile data for general records, reports, logs, or trend analyses	36

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 3C331 AND 3C351 ACTIVE DUTY PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	3C331 (N=43)	3C351 (N=234)	DIFFERENCE
F196 Coordinate installation team arrivals with affected agencies	26	64	-38
F201 Coordinate project quality assurance inspections with affected agencies	16	53	-37
F216 Identify Office of Primary Responsibility (OPR) for installation exceptions	5	42	-37
F193 Coordinate C4 project support requirements with affected agencies	26	63	-37
G281 Process BCE work orders	2	38	-36
G283 Track status of BCE work order requests	2	38	-36
F190 Coordinate completed program actions, such as equipment accountability transfer, with affected agencies	19	53	-35
F192 Coordinate C4 acceptance inspections with affected agencies	23	58	-35
F251 Track and report status of allied support	21	56	-35
F213 Establish or track milestone schedules	19	52	-34
F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	33	66	-34
F257 Verify availability of project materials	16	50	-34
C100 Coordinate meetings with affected agencies	40	61	-22
A52 Participate in general meetings, other than conducting	53	75	-22
D138 Coordinate blueprint phase implementation directives (BPIDs) with affected agencies	5	27	-22
F217 Identify workcenter project coordinator	9	31	-22
D147 Identify integration problems	*	21	-21
G266 Initiate changes or amendments to support agreements	5	25	-21
F239 Process implementation status reports	5	25	-21
B73 Conduct OJT	7	28	-21

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C371 ACTIVE DUTY PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING (N=242)
A52 Participate in general meetings, other than conducting	88
A4 Conduct general meetings	79
C108 Initiate correspondence	71
C100 Coordinate meetings with affected agencies	65
E165 Advise customers on status of requirements documents	60
A13 Determine or establish work assignments or priorities	60
A53 Plan briefings, conferences, or workshops	58
A22 Draft agendas for general meetings	58
C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	57
E166 Assist customers in completing requirements documents	57
E167 Brief commanders, staff, or affected agencies on status of C4 requirements	57
F202 Coordinate site surveys with affected agencies	56
F186 Brief commanders, staff, or affected agencies on status of C4 projects	56
F212 Establish or maintain C4 program or project files	55
A60 Supervise military personnel	55
D130 Analyze proposed technical solutions	54
F200 Coordinate project funding issues with affected agencies	53
E181 Review C4 requirements	50
E177 Participate in C4 requirements meetings	50
C116 Maintain administrative files	50
F213 Establish or track milestone schedules	50
E180 Request technical solutions for C4 requirements	49
F249 Review progress of project installations	48
A26 Establish administrative files, such as correspondence	48
A56 Review drafts of instructions, manuals, or other directives	47
F184 Analyze program implementation progress status	47
E178 Process C4 requirements	46
C125 Set up small computers	45
E179 Process technical solutions for C4 requirements	41
E176 Maintain requirements documents control logs or data bases	36

TABLE 12

TASKS THAT BEST DIFFERENTIATE BETWEEN DAFSC 3C351 AND 3C371 ACTIVE DUTY PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	3C351 (N=234)	3C371 (N=242)	DIFFERENCE
F194 Coordinate digging permits with affected agencies	55	29	26
F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	66	45	21
G281 Process BCE work orders	38	17	21
F192 Coordinate C4 acceptance inspections with affected agencies	58	38	20
F201 Coordinate project quality assurance inspections with affected agencies	53	34	20
G283 Track status of BCE work order requests	38	19	19
F189 Coordinate allied support with affected agencies	63	44	19
F204 Determine tasked agencies for project support agreements (PSAs)	58	40	18
F251 Track and report status of allied support	56	38	18
G261 Complete transmittal documents or letters for C4 systems installation records (CSIRs)	36	18	18
F193 Coordinate C4 project support requirements with affected agencies	63	45	18
A44 Evaluate workload requirements	12	36	-24
B84 Evaluate progress of trainees	19	42	-23
A21 Direct training functions	16	38	-22
B88 Maintain training records or files	22	44	-22
A37 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	15	36	-21
A56 Review drafts of instructions, manuals, or other directives	26	47	-21
A31 Evaluate budget requirements	12	33	-21
B76 Determine training requirements	15	35	-20
A20 Direct administrative functions	13	33	-20
C102 Coordinate TDY orders with appropriate agencies	24	44	-20
A43 Evaluate work schedules	9	28	-19



TABLE 13

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C391 ACTIVE DUTY PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=19)
A52	Participate in general meetings, other than conducting	95
A4	Conduct general meetings	89
C108	Initiate correspondence	74
C122	Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	68
A49	Interpret policies, directives, or procedures for subordinates	63
A56	Review drafts of instructions, manuals, or other directives	63
A22	Draft agendas for general meetings	63
C100	Coordinate meetings with affected agencies	58
A10	Counsel subordinates concerning personal matters	58
D153	Participate in C4 planning meetings	53
A60	Supervise military personnel	53
A39	Evaluate personnel for compliance with performance standards	53
A13	Determine or establish work assignments or priorities	53
D140	Coordinate C4 planning documents with Systems Telecommunications Engineering Manager (STEM)	53
A64	Write recommendations for awards or decorations	53
A45	Indorse performance reports or supervisory appraisals	53
A16	Develop or establish work methods or procedures	47
D130	Analyze proposed technical solutions	47
A53	Plan briefings, conferences, or workshops	47
E165	Advise customers on status of requirements documents	47
A27	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	42
E181	Review C4 requirements	42
A21	Direct training functions	42
E179	Process technical solutions for C4 requirements	42
E180	Request technical solutions for C4 requirements	42
D128	Analyze C4 capabilities	42
E178	Process C4 requirements	42
C127	Write minutes of general briefings, conferences, or meetings	37
A66	Write staff studies, surveys, or routine reports, other	32
B80	Develop training programs, plans, or procedures	26

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN 3C371 AND 3C391 ACTIVE DUTY PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	3C371 (N=242)	3C391 (N=19)	DIFFERENCE
C125 Set up small computers	45	11	34
F212 Establish or maintain C4 program or project files	55	26	29
F257 Verify availability of project materials	38	11	28
F229 Participate in site surveys	48	21	26
F217 Identify workcenter project coordinator	26	*	26
F227 Participate in preinstallation surveys	42	16	26
E167 Brief commanders, staff, or affected agencies on status of C4 requirements	57	32	25
F202 Coordinate site surveys with affected agencies	56	32	24
C116 Maintain administrative files	50	26	24
F195 Coordinate installation team activities with affected agencies	50	26	24
H316 Process funding documents	16	32	-16
D137 Coordinate blueprint implementation plans (BIPs) with affected agencies	21	37	-16
A56 Review drafts of instructions, manuals, or other directives	47	63	-16

TABLE 15

AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS  
NATIONAL GUARD PERSONNEL (N=170)

<u>DUTIES</u>	DAFSC 3C351 (N=68)	DAFSC 3C371 (N=65)
A. Performing Management and Supervisory Activities	13	20
B. Performing Training Activities	3	11
C. Performing General Administrative and Equipment Activities	29	16
D. Performing C4 Systems Architecture, Integration, and Planning	5	5
E. Processing C4 Systems Requirements	7	9
F. Performing C4 Systems Implementation Activities	4	7
G. Performing C4 Systems Ancillary Activities	4	3
H. Managing C4 Systems Financial and Contracted Services	2	3
I. Performing Manpower Management Activities	0	0
J. Managing Automated Data Processing Equipment (ADPE)	18	18
K. Performing Mobility, Deployment, and Contingency Activities	15	8

TABLE 16

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C351 GUARD PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=68)
C113 Inventory equipment, tools, parts, or supplies	65
J350 Inventory ADPE	60
C126 Store equipment, tools, parts, or supplies	51
C114 Issue or log turn-ins of equipment, tools, parts, or supplies	46
C120 Pick up or deliver equipment, tools, parts, or supplies	44
C97 Compile data for general records, reports, logs, or trend analyses	41
A41 Evaluate procedures for storage, inventory, or inspection of property items	41
J339 Assist equipment custodians conducting inventories of ADPE	38
A52 Participate in general meetings, other than conducting	38
K380 Maintain mobility folders	37
C109 Initiate documentation to turn in excess or surplus property	37
K360 Assemble personal mobility bags	35
C125 Set up small computers	35
J359 Update information processing management system (IPMS) data bases	34
K377 Initiate mobility folders	31
C116 Maintain administrative files	31
E165 Advise customers on status of requirements documents	29
J352 Maintain ADPE equipment custodian listings (ECLs)	28
J348 Inspect ADPE for packing or shipment	26
A6 Conduct self-inspections or self-assessments	26
K381 Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags	25
J351 Maintain ADPE account files	25
E176 Maintain requirements documents control logs or data bases	24
D153 Participate in C4 planning meetings	22
E178 Process C4 requirements	22
C105 Identify and report equipment or supply problems	22
G271 Maintain CSIRs files	19

TABLE 17

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C371 GUARD PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=65)
J350 Inventory ADPE	82
J339 Assist equipment custodians conducting inventories of ADPE	78
J359 Update information processing management system (IPMS) data bases	77
J340 Audit ADPE upon receipt	71
A52 Participate in general meetings, other than conducting	69
J351 Maintain ADPE account files	68
E165 Advise customers on status of requirements documents	66
C116 Maintain administrative files	63
E166 Assist customers in completing requirements documents	63
A16 Develop or establish work methods or procedures	60
C125 Set up small computers	58
J337 Advertise excess automated data processing equipment (ADPE)	58
C113 Inventory equipment, tools, parts, or supplies	57
J352 Maintain ADPE equipment custodian listings (ECLs)	57
C126 Store equipment, tools, parts, or supplies	54
C108 Initiate correspondence	52
B88 Maintain training records or files	51
B73 Conduct OJT	49
J355 Process ADPE inventory system reports	49
C120 Pick up or deliver equipment, tools, parts, or supplies	48

TABLE 18

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 3C351 AND 3C371 GUARD PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	3C351 (N=68)	3C371 (N=65)	DIFFERENCE
E175 Identify proposed technical solutions for C4 requirements	10	34	-24
C125 Set up small computers	35	58	-23
F227 Participate in preinstallation surveys	3	26	-23
F195 Coordinate installation team activities with affected agencies	1	23	-22
C100 Coordinate meetings with affected agencies	3	25	-22
F195 Coordinate installation team activities with affected agencies	1	23	-22
C100 Coordinate meetings with affected agencies	3	25	-22
A9 Conduct supervisory performance feedback sessions	4	26	-22
F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	4	26	-22
A39 Evaluate personnel for compliance with performance standards	6	28	-22
B93 Schedule personnel for training	6	28	-22
C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	16	38	-22
E181 Review C4 requirements	21	43	-22
E170 Compile data for requirements documents	12	32	-21
E177 Participate in C4 requirements meetings	21	42	-21
J350 Inventory ADPE	60	82	-21
E170 Compile data for requirements documents	12	32	-21
E177 Participate in C4 requirements meetings	21	42	-21
J350 Inventory ADPE	60	82	-21
A28 Establish performance standards for subordinates	3	23	-20
A20 Direct administrative functions	6	26	-20
A8 Conduct supervisory orientations for newly assigned personnel	7	28	-20
E174 Draft agendas, minutes, or notifications for C4 requirements meetings	7	28	-20
A27 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	10	31	-20
A53 Plan briefings, conferences, or workshops	10	31	-20

TABLE 19

AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS  
ACTIVE DUTY VERSUS GUARD PERSONNEL

DUTIES	ACTIVE DUTY		ANG	
	DAFSC 3C351 (N=234)	DAFSC 3C371 (N=242)	DAFSC 3C351 (N=68)	DAFSC 3C371 (N=65)
A. Performing management and supervisory activities	12	25	13	20
B. Performing training activities	3	6	3	11
C. Performing general administrative and equipment activities	12	13	29	16
D. Performing C4 systems architecture, integration, and planning	9	9	5	5
E. Processing C4 systems requirements	14	10	7	9
F. Performing C4 systems implementation activities	30	23	4	7
G. Performing C4 systems ancillary activities	8	3	4	3
H. Managing C4 systems financial and contracted services	4	5	2	3
I. Performing manpower management activities	1	2	0	0
J. Managing Automated Data Processing Equipment (ADPE)	2	2	18	18
K. Performing mobility, deployment, and contingency activities	5	2	15	8

TABLE 20

TASKS WHICH BEST DIFFERENTIATE BETWEEN ACTIVE DUTY DAFSC 3C351 AND  
NATIONAL GUARD DAFSC 3C351 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	ACTIVE DUTY (N=234)	GUARD (N=68)	DIFFERENCE
F202 Coordinate site surveys with affected agencies	65	1	63
F196 Coordinate installation team arrivals with affected agencies	64	1	62
F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	66	4	62
F195 Coordinate installation team activities with affected agencies	62	1	61
F189 Coordinate allied support with affected agencies	63	3	60
F186 Brief commanders, staff, or affected agencies on status of C4 projects	67	7	59
F193 Coordinate C4 project support requirements with affected agencies	63	4	58
C100 Coordinate meetings with affected agencies	61	3	58
F200 Coordinate project funding issues with affected agencies	59	1	57
F192 Coordinate C4 acceptance inspections with affected agencies	58	1	57
F204 Determine tasked agencies for project support agreements (PSAs)	58	1	57
F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies	59	3	56
<hr style="border-top: 1px dashed black;"/>			
C114 Issue or log turn-ins of equipment, tools, parts, or supplies	15	46	-31
J359 Update information processing management system (IPMS) data bases	3	34	-31
A41 Evaluate procedures for storage, inventory, or inspection of property items	13	41	-28
J339 Assist equipment custodians conducting inventories of ADPE	11	38	-27
K360 Assemble personal mobility bags	10	35	-25
K380 Maintain mobility folders	13	37	-24
J348 Inspect ADPE for packing or shipment	4	26	-23
J352 Maintain ADPE equipment custodian listings (ECLs)	6	28	-22



TABLE 21

TASKS WHICH BEST DIFFERENTIATE BETWEEN ACTIVE DUTY DAFSC 3C371 AND  
NATIONAL GUARD DAFSC 3C371 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	ACTIVE DUTY (N=242)	GUARD (N=65)	DIFFERENCE
A63 Write performance reports or supervisory appraisals	48	11	38
F213 Establish or track milestone schedules	50	14	37
F202 Coordinate site surveys with affected agencies	56	20	36
F188 Conduct program or project management reviews	43	8	35
F199 Coordinate milestone schedules with affected agencies	49	15	34
A4 Conduct general meetings	79	46	33
F200 Coordinate project funding issues with affected agencies	53	20	33
F249 Review progress of project installations	48	15	33
F257 Verify availability of project materials	38	6	32
A57 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	40	8	32
F186 Brief commanders, staff, or affected agencies on status of C4 projects	56	25	32
F224 Monitor C4 programmer reports	31	*	31
J359 Update information processing management system (IPMS) data bases	3	77	-74
J339 Assist equipment custodians conducting inventories of ADPE	10	78	-69
J350 Inventory ADPE	17	82	-65
J340 Audit ADPE upon receipt	7	71	-64
J351 Maintain ADPE account files	8	68	-59
J352 Maintain ADPE equipment custodian listings (ECLs)	6	57	-51
J337 Advertise excess automated data processing equipment (ADPE)	7	58	-51
J338 Arrange preinstallation storage or post removal of ADPE	7	55	-48
J341 Certify ADPE invoices	6	54	-48
J355 Process ADPE inventory system reports	1	49	-48
C114 Issue or log turn-ins of equipment, tools, parts, or supplies	10	51	-40
J348 Inspect ADPE for packing or shipment	4	43	-39

## TRAINING ANALYSIS

Occupational survey data can be an integral source of information used to design training programs. Modification of these training programs can assist first term personnel in many ways (easier to understand, more relevant, etc.). Factors that are useful in evaluating training can be jobs performed by first-enlistment personnel, distribution of first-enlistment personnel across the career ladder, percentages of first-enlistment personnel performing specific tasks, and TE and TD ratings provided by experienced personnel in the AFSC 3C3X1 career ladder (see **SURVEY METHODOLOGY**). To assist in the examination of the AFSC 3C3X1 STS, technical training personnel from Keesler AFB MS matched tasks from the AFSC JI to appropriate sections of these documents. The following information reports on first-enlistment personnel who are on active duty status.

### First-Enlistment Personnel

There were 93 active duty personnel in their first enlistment, comprising 13 percent of the survey population. The largest percentage of first-enlistment personnel work in the core job of the career field, the Project Manager Cluster (40 percent), with another 23 percent working in the System Requirements Processing Manager Job (see Figure 2). The remaining first-enlistment personnel are spread across most of the remaining jobs. A list of tasks commonly performed by first-enlistment group members is found in Table 22. Over half the time is spent processing C4 systems requirements and performing C4 systems implementation activities (see Table 23). The low percentage of first-term members suggests this is a career ladder with many cross trainees.

### Training Emphasis (TE) and Task Difficulty (TD) Data

TE and TD ratings, coupled with percentages of first-enlistment personnel performing tasks, serve as tools when determining changes or adjustments in training. To assist in this determination, the ATI is computed for all 386 tasks in this survey inventory. ATI combines first enlistment percent members performing tasks, TE, and TD data to compute training decisions based on AETCI 36-2601. Numbered on an 18-point scale (with 1 being the lowest level of training indicated), an ATI reading of 8 or less leads to a training decision of OJT only. For example, if a task has low TE and TD ratings and also has low percent members performing, then a low ATI rating is assigned to that task. For a more complete description of TE and TD ratings, see the Task Factor Administration section in **SURVEY METHODOLOGY**.

The tasks having the highest TE ratings are listed in Table 24 and include: assist customers in completing requirements documents, process C4 requirements, review C4 requirements, compare C4 requirements against architecture, and process technical solutions for C4 requirements.

The tasks with the highest TD ratings are listed in Table 25 and include: manage computer networks, analyze C4 capabilities, manage unit financial program, develop unit financial plans, and identify integration problems. Note the very low percentage of first-enlistment personnel performing these tasks.

### Specialty Training Standard (STS)

A comprehensive review of STS 3C3X1, dated November 1996, was made by comparing survey data to STS elements. Technical school personnel from the 333rd Training Squadron at Keesler AFB MS matched JI tasks to appropriate STS sections and subsections. A complete computer listing displaying the percent members performing tasks, TE and TD ratings for each task, along with the STS matchings, has been forwarded to the technical school for their review of the training documents.

Typically, STS sections and subsections matched to tasks which have sufficiently high TE and TD ratings, and are performed by at least 20 percent of personnel in appropriate experience or skill-level groups (such as first-enlistment (1-48 months TAFMS) and 5- and 7-skill level groups), are considered to be supported and should be considered for inclusion in the STS. Likewise, paragraphs having tasks with less than 20 percent performing across all of the criterion groups should be considered for deletion from the STS.

Overall, the STS appears to be very well supported. All but one element taught to the performance proficiency code level was substantiated by at least 20 percent or more first-enlistment personnel performing the related JI tasks. In addition, one STS element pertaining to Status of Resources, Training and Supplies (SORTS) (paragraph 8a(4)) was also not supported (see Table 26).

Table 27 displays some tasks not matched to the STS which are performed by more than 20 percent criterion group members. Because of the high percentage of members performing, these tasks may need to be included in the STS. The data indicate a review of the STS is necessary for the possible insertion of these tasks in the next STS revision.

# FIRST ENLISTMENT PERSONNEL (N=93)

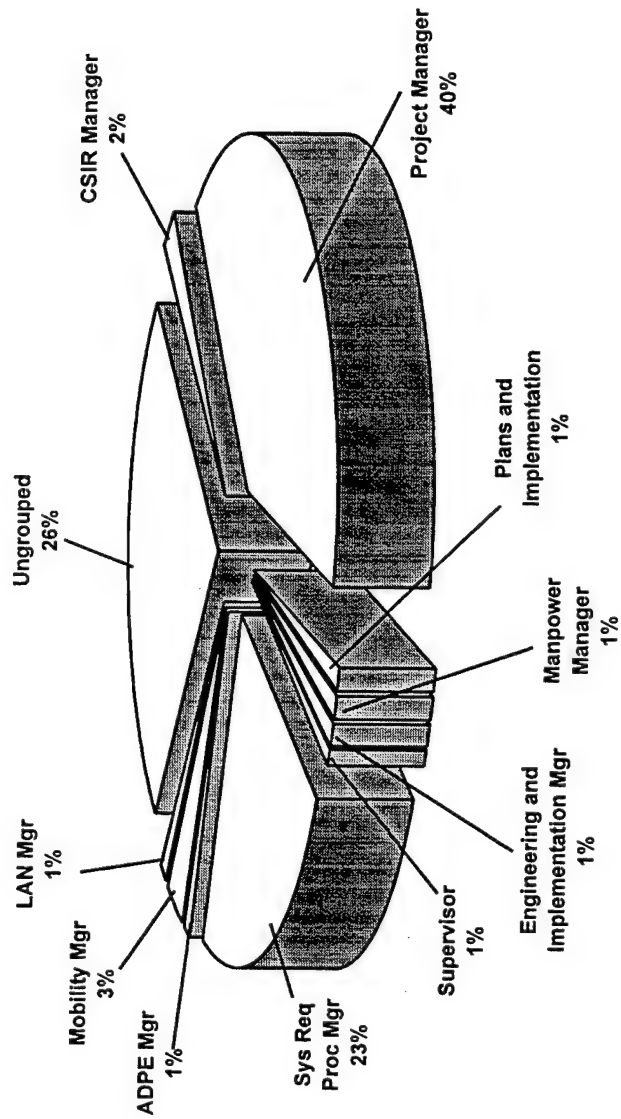


FIGURE 2

TABLE 22

REPRESENTATIVE TASKS PERFORMED BY AFSC 3C3X1 FIRST-ENLISTMENT  
ACTIVE DUTY PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=93)
E165 Advise customers on status of requirements documents	77
E166 Assist customers in completing requirements documents	67
E178 Process C4 requirements	62
E181 Review C4 requirements	57
A52 Participate in general meetings, other than conducting	57
E180 Request technical solutions for C4 requirements	52
F212 Establish or maintain C4 program or project files	52
A4 Conduct general meetings	49
E176 Maintain requirements documents control logs or data bases	48
F202 Coordinate site surveys with affected agencies	48
E167 Brief commanders, staff, or affected agencies on status of C4 requirements	47
F186 Brief commanders, staff, or affected agencies on status of C4 projects	47
C97 Compile data for general records, reports, logs, or trend analyses	46
E177 Participate in C4 requirements meetings	46
F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	46
E172 Coordinate C4 requirements with affected agencies	45
F189 Coordinate allied support with affected agencies	45
F229 Participate in site surveys	43
C100 Coordinate meetings with affected agencies	43
F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies	43

TABLE 23

RELATIVE TIME SPENT ON DUTIES BY ACTIVE DUTY FIRST-ENLISTMENT PERSONNEL  
(N=93)

<u>DUTIES</u>	<u>PERCENT TIME SPENT</u>
A. Performing Management and Supervisory Activities	11
B. Performing Training Activities	1
C. Performing General Administrative and Equipment Activities	13
D. Performing C4 Systems Architecture, Integration, and Planning	6
E. Processing C4 Systems Requirements	25
F. Performing C4 Systems Implementation Activities	26
G. Performing C4 Systems Ancillary Activities	9
H. Managing C4 Systems Financial and Contracted Services	3
I. Performing Manpower Management Activities	1
J. Managing Automated Data Processing Equipment (ADPE)	1
K. Performing Mobility, Deployment, and Contingency Activities	4

TABLE 24

## TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)

TASKS	TNG EMP*	PERCENT MEMBERS PERFORMING		TASK DIFF**
		1ST JOB (N=24)	1ST ENL (N=93)	
E166	4.93	46	67	3.81
E178	4.91	5	62	4.36
E181	4.68	42	57	4.96
D132	4.62	0	23	6.54
E179	4.57	25	42	4.87
E180	4.46	33	52	4.42
F189	4.41	17	45	5.32
E170	4.33	38	42	4.60
E176	4.28	42	48	4.20
F202	4.26	38	48	4.90
D128	4.24	4	18	7.19
D130	4.20	8	32	6.71
E172	4.17	21	45	4.64
E177	4.16	25	46	3.96
E165	4.14	71	77	3.42
F236	4.12	13	31	5.50
C108	4.09	29	37	3.64

TABLE 25

## TASKS RATED HIGHEST IN TASK DIFFICULTY (TD)

TASKS		TASK DIFF*	PERCENT MEMBERS PERFORMING			TNG EMP
			1ST ENL (N=93)	DAFSC 3C351 (N=234)	DAFSC 3C371 (N=242)	
A51	Manage computer networks	7.88	8	10	16	2.63
D128	Analyze C4 capabilities	7.19	18	33	42	4.24
H307	Manage unit financial program	7.16	1	4	7	1.97
H292	Develop unit financial plans	7.13	0	3	8	1.84
D147	Identify integration problems	7.10	3	21	21	2.63
H314	Perform unit end-of-year close-outs	6.91	2	5	9	2.18
D146	Draft PPLANs	6.89	3	4	7	1.70
D148	Identify programming actions to meet C4 requirements	6.80	9	27	31	3.34
D145	Draft PADs	6.77	0	1	1	1.51
F211	Draft Requests For Services (RFSs) or Telecommunications Service Requests (TSRs)	6.74	11	11	6	2.46
D130	Analyze proposed technical solutions	6.71	32	50	54	4.20
D129	Analyze program documents, such as program management directives (PMDs)	6.68	22	30	38	3.24
F206	Develop production plan	6.65	5	16	14	2.28
B77	Develop formal course curricula, plans of instructions (POIs), or specialty training standards (STs)	6.63	1	2	7	.80
F209	Draft communication support programs and plans (CSPPs)	6.62	3	5	3	1.54
D149	Identify taskings for PADs	6.60	0	4	5	1.97
F207	Develop reimbursable agreements	6.59	0	8	5	1.41
D150	Identify taskings for PPLANs	6.57	2	7	14	1.93
E175	Identify proposed technical solutions for C4 requirements	6.56	33	36	35	3.33
K369	Evaluate contingency support plans, such as OPLANs	6.55	5	14	14	2.28
A27	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	6.54	13	24	35	2.30
D132	Compare C4 requirements against architecture	6.54	23	41	36	4.62
K368	Draft communications plans annexes	6.52	4	8	10	2.51



TABLE 26

EXAMPLE STS PERFORMANCE ELEMENTS REFLECTING  
LOW PERCENT MEMBERS PERFORMING TASKS  
(LESS THAN 20 PERCENT MEMBERS PERFORMING)

<u>STS ELEMENTS/TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>					
	<u>TRAIN</u>	<u>FIRST</u> <u>JOB</u> <u>EMPH*</u> (N=24)	<u>FIRST</u> <u>ENLIST</u> (N=93)	<u>DAFSC</u> <u>3C351</u> (N=234)	<u>DAFSC</u> <u>3C371</u> (N=242)	<u>TASK</u> <u>DIFF**</u>
<i>7c Develop plans annex</i>						
K368 Draft communications plans annexes	2.51	0	4	8	10	6.52
<i>8a(4) SORTS</i>						
K378 Initiate Status of Resources, Training, and Supplies (SORTSs)	2.78	0	4	13	6	6.17
K385 Track status of SORTSs reports	2.96	0	4	12	6	5.64

\* Training emphasis (TE) has an average of 2.31 and a standard deviation of .95 (high TE ratings are 3.26 and above)

\*\* Task difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

TABLE 27

EXAMPLE TASKS WITH MORE THAN 20 PERCENT MEMBERS PERFORMING NOT  
MATCHED TO STS ELEMENTS  
(PERCENT MEMBERS PERFORMING)

TASKS NOT REFERENCED	TRAIN EMPH*	PERCENT MEMBERS PERFORMING				TASK DIF**
		FIRST JOB (N=24)	FIRST ENLIST (N=93)	DAFSC 3C351 (N=234)	DAFSC 3C371 (N=242)	
C97	Compile data for general records, reports, logs, or trend analyses	33	46	36	34	4.23
C101	Coordinate supply-related matters with appropriate agencies	8	24	35	33	4.00
C108	Initiate correspondence	29	37	64	71	3.64
C116	Maintain administrative files	33	41	51	50	3.93
C122	Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	17	28	44	57	4.45

\* Training Emphasis has an average of 2.31 and a standard deviation of .95 (high TE ratings are 3.26 and above)

\*\* Task Difficulty has an average of 5.00 and a standard deviation of 1.00 (high TD ratings are 6.00 and above)

## **JOB SATISFACTION ANALYSIS**

A critical tool in examining any career ladder's success is personnel job satisfaction. Data from job satisfaction studies can be used by career ladder managers to gain a better understanding of what factors effect job performance. In this case, career managers can examine job satisfaction to determine job performance of personnel. This OSR examined five satisfaction factors. These factors are expressed job interest, utilization of talents and training, sense of accomplishment, and reenlistment intentions. Table 28 displays job satisfaction indicators for AFSC 3C3X1 TAFMS groups and a comparative sample group consisting of direct support AFSCs surveyed in 1996. Table 29 compares job satisfaction for the current survey to the previous survey, conducted in 1990. Table 30 shows job satisfaction amongst the identified job groups and clusters for active duty and guard members.

As seen in Table 28, the personnel in the AFSC 3C3X1 career ladder generally express low job interest in their current job. First-enlistment personnel are not happy at all. Second term and career groups do not improve very much.

A major problem for the career ladder is revealed by comparing current job satisfaction to satisfaction reported in 1990 (see Table 29). There are marked declines of satisfaction across all groups and clusters.

Furthermore, job satisfaction was noted for the individual jobs and clusters (Table 30). These data are useful for identifying jobs with low satisfaction. In this survey, job satisfaction appears to be a major concern as all career ladder personnel are generally unhappy. This is especially true for reenlistment intentions. Members of all jobs and clusters reported low reenlistment intentions, most below 60 percent.

TABLE 28

COMPARISON OF JOB SATISFACTION INDICATORS FOR ACTIVE DUTY AFSC 3C3X1  
TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE  
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS		49-96 MONTHS		97+ MONTHS	
	3C3X1 (N=93)	COMP SAMPLE (N=1606)	3C3X1 (N=65)	COMP SAMPLE (N=1024)	3C3X1 (N=380)	COMP SAMPLE (N=2242)
<u>EXPRESSED JOB INTEREST</u>						
INTERESTING	48	57	63	60	70	82
SO-SO	24	24	20	22	18	12
DULL	28	19	17	18	12	6
<u>PERCEIVED USE OF TALENTS</u>						
FAIRLY WELL TO PERFECT	59	68	77	68	80	84
NONE TO VERY LITTLE	42	32	23	32	20	16
<u>PERCEIVED USE OF TRAINING</u>						
FAIRLY WELL TO PERFECT	67	80	64	77	67	84
NONE TO VERY LITTLE	33	20	36	23	33	16
<u>SENSE OF ACCOMPLISHMENT FROM JOB</u>						
SATISFIED	48	61	68	62	66	71
NEUTRAL	18	19	8	16	8	11
DISSATISFIED	33	20	24	22	26	18
<u>REENLISTMENT INTENTIONS</u>						
YES OR PROBABLY YES	54	59	63	74	65	75
NO OR PROBABLY NO	46	41	37	26	11	8
WILL RETIRE	0	0	0	0	24	16

NOTE: Comparative data are from the Direct Support AFSCs surveyed in 1996

TABLE 29

COMPARISON OF JOB SATISFACTION INDICATORS FOR ACTIVE DUTY AFSC 3C3X1  
TAFMS GROUPS IN CURRENT STUDY TO 1990 AFSC 496X0 STUDY  
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS		49-96 MONTHS TAFMS		97+ MONTHS TAFMS	
	1997 3C3X1 (N=93)	1990 496X0 (N=176)	1997 3C3X1 (N=65)	1990 496X0 (N=167)	1997 3C3X1 (N=380)	1990 496X0 (N=305)
<u>EXPRESSED JOB INTEREST</u>						
INTERESTING	48	64	63	57	70	72
SO-SO	24	25	20	22	18	17
DULL	28	11	17	20	12	10
<u>PERCEIVED USE OF TALENTS</u>						
FAIRLY WELL TO GOOD	59	74	77	66	80	83
LITTLE OR NOT AT ALL	42	26	23	34	20	17
<u>PERCEIVED USE OF TRAINING</u>						
FAIRLY WELL TO GOOD	67	70	64	87	67	85
LITTLE OR NOT AT ALL	33	30	36	13	33	15
<u>REENLISTMENT INTENTIONS</u>						
YES OR PROBABLY YES	54	49	63	75	65	75
NO OR PROBABLY NO	46	51	37	24	11	9
WILL RETIRE	0	0	0	1	24	16

TABLE 30

JOB SATISFACTION INDICATORS FOR  
IDENTIFIED JOB GROUPS AND CLUSTERS  
(PERCENT MEMBERS RESPONDING)

	CSIR MANAGER (N=6)	PROJECT MANAGER (N=267)	FINANCIAL/ CONTRACTED (N=13)	PLANS/ IMPLEMENT (N=47)	ENGINEERING AND INSTALL (N=23)
<u>EXPRESSED JOB INTEREST</u>					
INTERESTING	0	73	92	89	78
SO-SO	67	14	8	9	22
DULL	33	12	0	2	0
<u>PERCEIVED USE OF TALENTS</u>					
FAIRLY WELL TO PERFECT	50	83	77	96	91
NONE TO VERY LITTLE	50	17	23	4	9
<u>PERCEIVED USE OF TRAINING</u>					
FAIRLY WELL TO PERFECT	50	79	54	87	59
NONE TO VERY LITTLE	50	21	46	13	41
<u>SENSE OF ACCOMPLISHMENT FROM JOB</u>					
SATISFIED	17	70	85	85	70
NEUTRAL	17	8	0	6	9
DISSATISFIED	66	22	15	9	22
<u>REENLISTMENT INTENTIONS</u>					
YES OR PROBABLY YES	66	70	46	91	43
NO OR PROBABLY NO	33	20	0	3	13
WILL RETIRE	0	10	54	6	44

TABLE 30 (CONTINUED)

JOB SATISFACTION INDICATORS FOR  
IDENTIFIED JOB GROUPS AND CLUSTERS  
(PERCENT MEMBERS RESPONDING)

	SUPERVISOR (N=49)	MANPOWER MANAGER (N=10)	SYS REQ PROC MGR (N=38)	ADPE MANAGER (N=66)	RESOURCE ADVISOR (N=9)
<u>EXPRESSED JOB INTEREST</u>					
INTERESTING	65	50	42	73	67
SO-SO	18	20	29	18	33
DULL	16	30	29	9	0
<u>PERCEIVED USE OF TALENTS</u>					
FAIRLY WELL TO PERFECT	67	80	55	74	100
NONE TO VERY LITTLE	33	20	45	26	0
<u>PERCEIVED USE OF TRAINING</u>					
FAIRLY WELL TO PERFECT	59	50	58	58	33
NONE TO VERY LITTLE	41	50	42	42	67
<u>SENSE OF ACCOMPLISHMENT FROM JOB</u>					
SATISFIED	59	50	42	68	78
NEUTRAL	10	10	26	11	0
DISSATISFIED	31	40	32	21	22
<u>REENLISTMENT INTENTIONS</u>					
YES OR PROBABLY YES	55	30	50	79	78
NO OR PROBABLY NO	8	10	39	15	22
WILL RETIRE	37	60	11	6	0

TABLE 30 (CONTINUED)

JOB SATISFACTION INDICATORS FOR  
IDENTIFIED JOB GROUPS AND CLUSTERS  
(PERCENT MEMBERS RESPONDING)

	MOBILITY MANAGER (N=22)	LAN MANAGER (N=7)
<u>EXPRESSED JOB INTEREST</u>		
INTERESTING	68	57
SO-SO	27	14
DULL	5	29
<u>PERCEIVED USE OF TALENTS</u>		
FAIRLY WELL TO PERFECT	82	57
NONE TO VERY LITTLE	18	43
<u>PERCEIVED USE OF TRAINING</u>		
FAIRLY WELL TO PERFECT	60	14
NONE TO VERY LITTLE	40	86
<u>SENSE OF ACCOMPLISHMENT FROM JOB</u>		
SATISFIED	59	71
NEUTRAL	9	0
DISSATISFIED	32	29
<u>REENLISTMENT INTENTIONS</u>		
YES OR PROBABLY YES	77	57
NO OR PROBABLY NO	18	29
WILL RETIRE	5	14



## IMPLICATIONS

In terms of jobs and tasks performed, the AFSC 3C3X1 career ladder structure has changed only very slightly since the last published OSR. Career ladder progression is very typical of most career ladders. DAFSC 3C331 members mainly perform technical tasks. As they advance to the 5-skill level they still perform a lot of the core technical tasks, but also develop supervisory skills. At the 7-skill level they focus their efforts more on the supervisory side of the job, yet still perform technical work. As these members attain the 9-skill level, they are almost purely supervisors. This career ladder progression is very similar to the progression described in the 1990 report. As for job satisfaction, personnel in the AFSC 3C3X1 career ladder generally express low job interest. First-enlistment personnel show the lowest satisfaction, but second enlistment and career group job satisfaction does not improve much. When compared to the 1990 job satisfaction data, there are marked declines in satisfaction across all enlistment groups and jobs.

Analysis of the AFSC 3C3X1 STS reflected good support when compared against OSR data. Only a few paragraphs were not supported and there were some tasks showing high percentages of first-enlistment personnel performing them which were not listed in the STS. A thorough review of the STS should be conducted to fine tune and update the document based on the current OSR data.

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**APPENDIX A**

**SELECTED REPRESENTATIVE TASKS PERFORMED BY  
CAREER LADDER STRUCTURE GROUPS**

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TABLE A1  
CSIRs MANAGERS

TASKS	PERCENT MEMBERS PERFORMING (N=6)
G271 Maintain CSIRs files	100
G272 Maintain CSIRs transmittal suspense logs	100
G270 Maintain CSIRs drawing indexes	100
G261 Complete transmittal documents or letters for C4 systems installation records (CSIRs)	83
G265 Establish CSIRs files	83
G262 Coordinate review of CSIRs drawing indexes with affected agencies	67
A52 Participate in general meetings, other than conducting	67
C97 Compile data for general records, reports, logs, or trend analyses	50
G274 Maintain suspense system for annual review of CSIRs	50
G284 Verify accuracy of quarterly CSIRs drawing indexes	50
G280 Perform annual certification review of CSIRs drawings	50
C125 Set up small computers	33
C120 Pick up or deliver equipment, tools, parts, or supplies	33
D133 Compile data for planning documents, such as blueprints and templates	17
F194 Coordinate digging permits with affected agencies	17
G273 Maintain files of support agreements	17
E176 Maintain requirements documents control logs or data bases	17
F212 Establish or maintain C4 program or project files	17
C116 Maintain administrative files	17
C114 Issue or log turn-ins of equipment, tools, parts, or supplies	17
C105 Identify and report equipment or supply problems	17
B80 Develop training programs, plans, or procedures	17
B67 Administer or score tests	17
B79 Develop training materials or aids	17
B89 Personalize lesson plans	17
B94 Write test questions	17
B90 Plan or schedule training	17
A42 Evaluate safety or security programs	17
B88 Maintain training records or files	17

TABLE A2.

## PROJECT MANAGERS

TASKS	PERCENT MEMBERS PERFORMING (N=267)
F186 Brief commanders, staff, or affected agencies on status of C4 projects	97
F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	92
F202 Coordinate site surveys with affected agencies	92
F212 Establish or maintain C4 program or project files	91
F189 Coordinate allied support with affected agencies	91
F195 Coordinate installation team activities with affected agencies	91
F196 Coordinate installation team arrivals with affected agencies	90
F193 Coordinate C4 project support requirements with affected agencies	90
F229 Participate in site surveys	87
F200 Coordinate project funding issues with affected agencies	87
A52 Participate in general meetings, other than conducting	86
F192 Coordinate C4 acceptance inspections with affected agencies	86
F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies	85
A4 Conduct general meetings	84
F204 Determine tasked agencies for project support agreements (PSAs)	84
F199 Coordinate milestone schedules with affected agencies	82
E166 Assist customers in completing requirements documents	81
F227 Participate in preinstallation surveys	80
E165 Advise customers on status of requirements documents	79
C100 Coordinate meetings with affected agencies	79
F251 Track and report status of allied support	78
F258 Verify completion of PSA taskings	77
F190 Coordinate completed program actions, such as equipment accountability transfer, with affected agencies	77
C108 Initiate correspondence	77
F188 Conduct program or project management reviews	76
F249 Review progress of project installations	76

TABLE A3

## FINANCIAL AND CONTRACTED SERVICES

TASKS		PERCENT MEMBERS PERFORMING (N=13)
A23	Draft budget requirements	100
E166	Assist customers in completing requirements documents	92
H300	Identify unfunded requirements	92
E167	Brief commanders, staff, or affected agencies on status of C4 requirements	92
A53	Plan briefings, conferences, or workshops	92
A31	Evaluate budget requirements	85
C108	Initiate correspondence	85
H316	Process funding documents	85
A52	Participate in general meetings, other than conducting	85
E172	Coordinate C4 requirements with affected agencies	85
D130	Analyze proposed technical solutions	85
E165	Advise customers on status of requirements documents	85
D128	Analyze C4 capabilities	85
E170	Compile data for requirements documents	85
C116	Maintain administrative files	85
A13	Determine or establish work assignments or priorities	85
D132	Compare C4 requirements against architecture	85
E177	Participate in C4 requirements meetings	77
E178	Process C4 requirements	77
H301	Identify unit funded requirements	77
E180	Request technical solutions for C4 requirements	77
F184	Analyze program implementation progress status	77
F200	Coordinate project funding issues with affected agencies	77
H303	Initiate requests for contract modifications	77
H299	Identify funding categories, such as 3080 (Investment Fund) or 3400 (Operations and Maintenance Funds)	77
E181	Review C4 requirements	77
E174	Draft agendas, minutes, or notifications for C4 requirements meetings	77
A4	Conduct general meetings	77

TABLE A4

## PLANS AND IMPLEMENTATION

TASKS	PERCENT MEMBERS PERFORMING (N=47)
E165 Advise customers on status of requirements documents	98
E166 Assist customers in completing requirements documents	96
J350 Inventory ADPE	94
A52 Participate in general meetings, other than conducting	94
A13 Determine or establish work assignments or priorities	91
E167 Brief commanders, staff, or affected agencies on status of C4 requirements	89
A4 Conduct general meetings	89
J340 Audit ADPE upon receipt	87
J339 Assist equipment custodians conducting inventories of ADPE	87
E178 Process C4 requirements	87
C109 Initiate documentation to turn in excess or surplus property	87
A16 Develop or establish work methods or procedures	87
J341 Certify ADPE invoices	85
C108 Initiate correspondence	85
E181 Review C4 requirements	85
E179 Process technical solutions for C4 requirements	85
E177 Participate in C4 requirements meetings	85
A55 Plan equipment replacement programs	83
J359 Update information processing management system (IPMS) data bases	81
F212 Establish or maintain C4 program or project files	81
K375 Identify personnel, equipment, and supply shortfalls for mobility exercises or deployments	81
A11 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	81
A22 Draft agendas for general meetings	81
J352 Maintain ADPE equipment custodian listings (ECLs)	79
E176 Maintain requirements documents control logs or data bases	79
A60 Supervise military personnel	79
H301 Identify unit funded requirements	79
C116 Maintain administrative files	79
H300 Identify unfunded requirements	79



TABLE A5

## ENGINEERING AND INSTALLATION PROGRAM MANAGEMENT

TASKS	PERCENT MEMBERS PERFORMING (N=23)
F213 Establish or track milestone schedules	91
F212 Establish or maintain C4 program or project files	91
F250 Review WMS data	91
F256 Update WMS data	87
A4 Conduct general meetings	87
F200 Coordinate project funding issues with affected agencies	83
C108 Initiate correspondence	83
F249 Review progress of project installations	83
A52 Participate in general meetings, other than conducting	83
F223 Maintain Workload Management System (WMS) milestones	78
F203 Determine engineering installation funding requirements	74
F199 Coordinate milestone schedules with affected agencies	70
F238 Process funding issues and requirements	70
C116 Maintain administrative files	70
F244 Provide initial inputs to WMSs	70
F184 Analyze program implementation progress status	70
C102 Coordinate TDY orders with appropriate agencies	70
E165 Advise customers on status of requirements documents	65
F202 Coordinate site surveys with affected agencies	61
F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies	61
F257 Verify availability of project materials	61
F246 Request E&I workload releases	61
C100 Coordinate meetings with affected agencies	61
A22 Draft agendas for general meetings	61
F245 Provide inputs to E&I production plan	57
F196 Coordinate installation team arrivals with affected agencies	57
A26 Establish administrative files, such as correspondence files or classified files	57
A53 Plan briefings, conferences, or workshops	57
F205 Develop execution plan for E&I services	52
F251 Track and report status of allied support	52

TABLE A6  
SUPERVISORS

TASKS	PERCENT MEMBERS PERFORMING (N=49)
A52 Participate in general meetings, other than conducting	96
A39 Evaluate personnel for compliance with performance standards	88
A13 Determine or establish work assignments or priorities	88
A48 Inspect personnel for compliance with military standards	88
A10 Counsel subordinates concerning personal matters	88
A21 Direct training functions	86
A4 Conduct general meetings	86
A60 Supervise military personnel	82
A40 Evaluate personnel for promotion, demotion, reclassification, or special awards	82
A16 Develop or establish work methods or procedures	78
A17 Develop or establish work schedules	76
A8 Conduct supervisory orientations for newly assigned personnel	76
B84 Evaluate progress of trainees	73
B75 Counsel trainees on training progress	73
A9 Conduct supervisory performance feedback sessions	73
A49 Interpret policies, directives, or procedures for subordinates	71
A1 Assign personnel to work areas or duty positions	71
A28 Establish performance standards for subordinates	69
B73 Conduct OJT	67
B83 Evaluate personnel to determine training needs	67
A11 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	67
B88 Maintain training records or files	65
A64 Write recommendations for awards or decorations	65
B90 Plan or schedule training	63
A20 Direct administrative functions	61
E165 Advise customers on status of requirements documents	61
B76 Determine training requirements	61
E166 Assist customers in completing requirements documents	61
A44 Evaluate workload requirements	61

TABLE A7  
MANPOWER MANAGERS

TASKS		PERCENT MEMBERS PERFORMING (N=10)
I331	Maintain manpower management documents	100
I330	Evaluate manpower management documents	100
I323	Brief commanders or staff on manpower actions, such as changes and adjustments to requirements	100
I324	Compile data for manpower assessments	100
I322	Assist customers in drafting manpower Authorization Change Requests (ACRs)	100
I336	Track status of manpower management documents	100
I326	Coordinate manpower assessments with affected workcenters	90
I334	Process manpower management documents	90
I327	Develop organizational or functional charts	90
I328	Draft organizational change requests (OCRs)	90
A52	Participate in general meetings, other than conducting	90
I332	Participate in manpower assessments	80
I333	Process authorization change notices (ACNs)	80
I335	Schedule manpower assessments with affected workcenters	80
A64	Write recommendations for awards or decorations	80
C108	Initiate correspondence	70
A1	Assign personnel to work areas or duty positions	70
I329	Draft variances to manpower standards	70
C122	Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	70
A10	Counsel subordinates concerning personal matters	70
A4	Conduct general meetings	70
A9	Conduct supervisory performance feedback sessions	70
A28	Establish performance standards for subordinates	60
I325	Compile data for manpower engineering teams	60
A13	Determine or establish work assignments or priorities	60
A49	Interpret policies, directives, or procedures for subordinates	60
A60	Supervise military personnel	60
A63	Write performance reports or supervisory appraisals	60

TABLE A8

## SYSTEM REQUIREMENTS PROCESSING MANAGERS

TASKS	PERCENT MEMBERS PERFORMING (N=38)
E178 Process C4 requirements	100
E181 Review C4 requirements	97
E165 Advise customers on status of requirements documents	95
E166 Assist customers in completing requirements documents	89
E180 Request technical solutions for C4 requirements	87
E176 Maintain requirements documents control logs or data bases	82
E177 Participate in C4 requirements meetings	74
E179 Process technical solutions for C4 requirements	66
E172 Coordinate C4 requirements with affected agencies	55
E170 Compile data for requirements documents	53
E167 Brief commanders, staff, or affected agencies on status of C4 requirements	53
E175 Identify proposed technical solutions for C4 requirements	45
A52 Participate in general meetings, other than conducting	37
C108 Initiate correspondence	32
C127 Write minutes of general briefings, conferences, or meetings	32
C97 Compile data for general records, reports, logs, or trend analyses	29
E174 Draft agendas, minutes, or notifications for C4 requirements meetings	26
C116 Maintain administrative files	26
D130 Analyze proposed technical solutions	24
A4 Conduct general meetings	24
C125 Set up small computers	18
C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	18
D153 Participate in C4 planning meetings	18
C126 Store equipment, tools, parts, or supplies	18
C100 Coordinate meetings with affected agencies	16
E173 Develop C4 requirements guidance, such as for base or major	16

TABLE A9

## ADPE MANAGERS

TASKS	PERCENT MEMBERS PERFORMING (N=66)
J350 Inventory ADPE	86
J339 Assist equipment custodians conducting inventories of ADPE	76
J351 Maintain ADPE account files	68
C113 Inventory equipment, tools, parts, or supplies	68
J359 Update information processing management system (IPMS) data bases	64
C109 Initiate documentation to turn in excess or surplus property	61
E166 Assist customers in completing requirements documents	61
C114 Issue or log turn-ins of equipment, tools, parts, or supplies	58
J340 Audit ADPE upon receipt	58
C97 Compile data for general records, reports, logs, or trend analyses	58
C126 Store equipment, tools, parts, or supplies	58
E165 Advise customers on status of requirements documents	58
A52 Participate in general meetings, other than conducting	58
C116 Maintain administrative files	56
J352 Maintain ADPE equipment custodian listings (ECLs)	55
J337 Advertise excess automated data processing equipment (ADPE)	55
C125 Set up small computers	55
J338 Arrange preinstallation storage or post removal of ADPE	48
C108 Initiate correspondence	48
C120 Pick up or deliver equipment, tools, parts, or supplies	48
J341 Certify ADPE invoices	45
E178 Process C4 requirements	45
A41 Evaluate procedures for storage, inventory, or inspection of property items	42
E181 Review C4 requirements	42
J355 Process ADPE inventory system reports	41
E176 Maintain requirements documents control logs or data bases	41
J348 Inspect ADPE for packing or shipment	39
A16 Develop or establish work methods or procedures	36

TABLE A10  
RESOURCE ADVISORS

TASKS	PERCENT MEMBERS PERFORMING (N=9)
H316 Process funding documents	100
H300 Identify unfunded requirements	89
H301 Identify unit funded requirements	89
H309 Participate in local financial meetings	89
H307 Manage unit financial program	78
H318 Track unit fund expenditures	78
H314 Perform unit end-of-year close-outs	78
H299 Identify funding categories, such as 3080 (Investment Fund) or 3400 (Operations and Maintenance Funds)	78
H285 Brief commanders or staff on funds status	78
A52 Participate in general meetings, other than conducting	78
H292 Develop unit financial plans	67
A31 Evaluate budget requirements	67
C108 Initiate correspondence	67
A4 Conduct general meetings	67
H321 Verify systems or services billing	56
H302 Initiate contract renewal actions	56
H305 Maintain contract invoices	56
H303 Initiate requests for contract modifications	56
A23 Draft budget requirements	56
C116 Maintain administrative files	56
A13 Determine or establish work assignments or priorities	56
H308 Participate in contractor meetings	44
H320 Verify commercial contract services	44
C117 Maintain or update status indicators, such as boards, graphs, or charts	44
H290 Coordinate procurement requests with affected agencies	44
C102 Coordinate TDY orders with appropriate agencies	44
C111 Initiate requisitions for equipment, tools, parts, or supplies	44
C120 Pick up or deliver equipment, tools, parts, or supplies	44
C125 Set up small computers	44
C110 Initiate letters of justification for supply-related matters	44

TABLE A11  
MOBILITY MANAGERS

TASKS	PERCENT MEMBERS PERFORMING (N=44)
K377 Initiate mobility folders	84
K380 Maintain mobility folders	82
K374 Identify personnel, equipment, and supply requirements for mobility exercises or deployments	80
K360 Assemble personal mobility bags	75
K381 Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags	75
K370 Evaluate personnel, equipment, and supply availability and readiness for mobility exercises or deployments	73
K375 Identify personnel, equipment, and supply shortfalls for mobility exercises or deployments	73
K367 Coordinate personnel, equipment, and supply requirements for mobility exercises or deployments with affected agencies	70
A52 Participate in general meetings, other than conducting	59
K361 Brief commanders or staff on mobility tasking status	57
K365 Coordinate mobility or contingency requirements with affected agencies, such as Installation Mobility Office (IMO)	57
K376 Initiate actions to eliminate mobility personnel, equipment, and supply readiness shortfalls	55
K378 Initiate Status of Resources, Training, and Supplies (SORTSs) reports	52
K383 Process personnel, equipment, and supply deficiency reports for mobility exercises or deployments	52
K373 Identify mobility positions	52
K372 Evaluate unit Designed Operational Capability (DOC) statement for Unit Type Code (UTC) taskings	52
K385 Track status of SORTSs reports	50
K366 Coordinate mobility recall rosters with affected agencies	50
K363 Coordinate communications annex to operations plans (OPLANs) with affected agencies	50
C113 Inventory equipment, tools, parts, or supplies	48
K384 Schedule deployment training	48

TABLE A12  
LAN MANAGERS

TASKS		PERCENT MEMBERS PERFORMING (N=7)
A51	Manage computer networks	100
C122	Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)	100
C125	Set up small computers	86
A13	Determine or establish work assignments or priorities	57
A11	Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	57
A16	Develop or establish work methods or procedures	57
A1	Assign personnel to work areas or duty positions	43
D154	Participate in technical surveys	43
A17	Develop or establish work schedules	43
E175	Identify proposed technical solutions for C4 requirements	43
A52	Participate in general meetings, other than conducting	43
E166	Assist customers in completing requirements documents	43
D130	Analyze proposed technical solutions	43
B73	Conduct OJT	29
C104	Evaluate serviceability of equipment, tools, parts, or supplies	29
C117	Maintain or update status indicators, such as boards, graphs, or charts	29
B80	Develop training programs, plans, or procedures	29
A27	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	29
A20	Direct administrative functions	29
A38	Evaluate maintenance or utilization of equipment, tools, parts, supplies, or workspace	29
A21	Direct training functions	29
E181	Review C4 requirements	29
E180	Request technical solutions for C4 requirements	29
E179	Process technical solutions for C4 requirements	29
A4	Conduct general meetings	29
A37	Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	29